

**IMPACT OF BUSINESS COMPETITIVE STRATEGIES ON
PERFORMANCE OF SELECTED RESTAURANTS IN KWARA STATE**

BY

MEDINAT, OKIN

17/27/MBA012

**BEING DISSERTATION PROPOSAL SUBMITTED TO DEPARTMENT OF
BUSINESS AND ENTREPRENEURSHIP, SCHOOL OF BUSINESS AND
GOVERNANCE COLLEGE OF HUMANITY SOCIAL SCIENCE AND
MANAGEMENT**

**KWARA STATE UNIVERSITY MALETE IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF MASTER OF SCIENCE
(M.Sc.) BUSINESS ADMINISTRATION**

SUPERVISORS: DR. RAHMAN MUSTAPHA

DR. (MRS) BISAYO OTOKITI ILORI

JULY , 2019

ProQuest Number:28157605

All rights reserved

INFORMATION TO ALL USERS

The quality of this reproduction is dependent on the quality of the copy submitted.

In the unlikely event that the author did not send a complete manuscript and there are missing pages, these will be noted. Also, if material had to be removed, a note will indicate the deletion.



ProQuest 28157605

Published by ProQuest LLC (2020). Copyright of the Dissertation is held by the Author.

All Rights Reserved.

This work is protected against unauthorized copying under Title 17, United States Code
Microform Edition © ProQuest LLC.

ProQuest LLC
789 East Eisenhower Parkway
P.O. Box 1346
Ann Arbor, MI 48106 - 1346

CERTIFICATION

This is to certify that this project work is my original work i.e. written by Okin Medinat Matriculation No: 17/27/MBA012 titled Impact of Business Competitive Strategies on Performance of Selected Restaurant in Ilorin Kwara State, and has been read and approved as meeting the requirement for the award of Master of Science (MSC) in Business Administration Kwara State University, Malete Nig.

**Okin Medinat
Researcher**

Date

**Dr. Abdulrahman Mustapha
Major Supervisor**

Date

**Dr. (Mrs.) Bisayo O. Ilori
Minor Supervisor**

Date

**H.O.D
Dr. K.S. Adeyemi**

Date

External Examiner

Date

DEDICATION

This work is dedicated to my loving husband and Almighty Allah.

ACKNOWLEDGMENT

All praise, honor and adoration go to Allah the lord of universe. The most gracious, benefices and the most merciful, for the opportunity and wisdom he has given me to carry out my MSC program successfully, for without him nothing is possible.

My sincere appreciation goes to my able supervisor Dr. Abdulrahaman Mustapha for his fatherly role, commitment, assistance and constructive criticism. In spite of his busy schedule, he carefully read through the work and gave necessary corrections. His academic support and assistance throughout the period of the research work is highly appreciated.

However mention must be made of my sub supervisor Dr. (Mrs) Ilori Bisayo for her great support, guidance and contribution offered which enable this work to take its present form, without her persistent help the research work would not have been successfully completed. Am privileged to benefit from her fountain of knowledge.

I am also indebted to my Head of Department Dr. K.S. Adeyemi, my Deen Dr. Issa Abdulraheem, Dr. Abu Zekari. The program coordinator, Dr. Birmah, Dr. S.B Isiaka, Dr. Ismail Kadir, Dr. Mustapha Y.I, Mr. Ademola, Mr. Yusuf Ismaila. And a host of others.

My appreciation also goes to my loving husband Dr. Hassan Kolade Suleiman for his unending love and support both financially and academically in seeing to the successful climax of the work. I will forever cherish the role you played in my life.

My gratitude also goes to my husband's bosom friend, Dr. Mustapha Ismiala Orisankoko for his support and guidance towards this program.

I will not stop without appreciating the role played by the following people: Hajia Rashidat Abdusalam, Hajia Romoke, Alh. Ismaila Abdulsalam, Mallam Abdullahi Suleiman for their support.

To my adorable children Aishah, Bushrah, Ayomide, Abdulhaqq Oluwatoyin, Mohammed Onaopepo, Khadijah Mutmaina Aduke, Suleiman Opeloyeru, May your light never deem, and your destiny be fulfilled Insha Allah.

To my family and all who have in one way or the other contributed to the completion of this work. Almighty Allah will bless you all greatly. I say Jazakumulahu Khairan!!!.

**Okin Medinat
August, 2019.**

TABLE OF CONTENTS

Content	Pages
Title page	
Certification	
Dedication	
Acknowledgement	
Table of contents	
Abstract	
CHAPTER ONE: INTRODUCTION	
1.1 Background of the study	
1.2 Statement of problems	
1.3 Research questions	
1.4 Objectives of the study	
1.5 Research hypothesis	
1.6 Scope of the study	
1.7 Significance of the study	
1.8 Operationalization	
1.9 Definition of terms	
CHAPTER TWO: LITERATURE REVIEW	
2.0 Preamble	
2.1 Conceptual clarification	
2.1.1 Competitive Strategies	
2.1.2 Porters generic Strategies	
2.1.3 Entrepreneurial Core competency	
2.1.4 Influence of competitive strategy among Nigeria Firms	
2.1.5 Organizational Performance	
2.2 Theoretical Review	
2.2.1 Dynamic Capability Theory	
2.2.2 Resource-Based View theory	
2.2.3 Achievement Need Theory	
2.2.4 Learning Curve Theory	
2.3 Empirical Review	
CHAPTER THREE: METHODOLOGY	
3.0 Preamble	
3.1 Research Method	

- 3.2 Research Design
- 3.3 Population of the study
- 3.4 Sample size determination
- 3.5 Sampling Techniques
- 3.6 Method of Data Collection
- 3.7 Method of Data Analysis
- 3.8 Research Instruments
- 3.9 Validity of Research
- 3.10 Reliability Test
- 3.11 Ethical Consideration

CHAPTER FOUR: DATA PRESENTATION, DATA ANALYSIS, AND INTERPRETATION OF RESULTS

- 4.1 Preamble
- 4.2 Respondents Rate of Returns
- 4.3 Analysis of Questionnaire
- 4.4 Presentation of Data
- 4.5 Hypothesis Testing
 - 4.5.1 Test of Hypothesis One
 - 4.5.2 Hypothesis Two
 - 4.5.3 Hypothesis Three

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

- 5.1 Preamble
- 5.2 Summary of the Study
- 5.3 Summary of Findings
- 5.4 Conclusion
- 5.5 Recommendation and Contribution to Knowledge
- 5.6 Suggestion for other Studies

ABSTRACT

Business competitive strategy are concerns with all those moves and approaches a firm has or is taking to attract buyers, withstand competitive pressure and improves it market position to gain a competitive advantage.

The stiff competitions among today's business environment lead organizations in adopting series of strategy to manover competitors in the restaurant industry. However one of the major problems of competitive strategy is the dynamics of changing business environment, intense market competition and globalization which lead firm to quickly grasp surprising opportunities and responds to threats and out-wit their rivals to succeed.

Companies often runs to problem dues to the scope of operations or market coverage if they do not properly formulate the strategic position and find the best defensive position against competitive forces. Thus the purpose of the study is to investigate the impact of Business competitive strategy on performance of selected restaurants in Ilorin Kwara State in view of this objective the study used the three porter generic strategy to measure and address the key performance and its effectiveness on restaurant business.

However, to determine the relation and impact of business competitive strategy on performance of firm, regression analysis was employed to test and analyze the data to identify what factors post utmost hindrance to effective management and performance of firm.

Findings of the study show that cost leadership strategy has significant impact on performance of selected restaurant in Ilorin metropolis, Kwara State.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Business operate in an ever dynamic environment, they adjust and adopt to prevailing situation through a variety of strategic orientations. Competitions exert pressure on firms requiring them to be proactive in formulation of appropriate strategies. Competitive strategy therefore specifies the distinctive approach which the firm uses to succeed in each of the strategic business units. Competitive strategy gives a company an advantage over its rivals in attracting customers and defending against competitive forces. Its consequently aims at establish a profitable and sustainable solution against the forces that determines firms competitiveness (Porter, 2008).

Strategy is therefore an instrument to the survival of a firm; it lays out how a company achieves superior performance compared to rivals considering a unique tactics that no other competitors does. As miles and snow (1994) indicated, firms that match their situation to the environment can improve their performance, while those that do not caught failure. The relationship between the firm and its environment, in the strategic making context, has two major dimensions, Firstly, the firm's basic mission or scope should match its environment. Second, it should aim at having a competitive edge over other firms that are also trying to get that match.

Today's dynamic business environment has made it mandatory for successful businesses to continuously reinvent themselves in order to gain or retain superior performance and competitive advantage (Hilman & Mohamad, 2011). Success or failure of an organizations principally rest on how efficient the management are able to conduct the strategic issues upon which organization built its entire offerings, creating strategies that works is an important part of business success particularly in competitive environment. Competitive strategy is concerns with what a firm is doing in order to gain a sustainable competitive edge. It comprises of all those moves and approaches that a firm has and is taking to attract buyers, withstand competitive pressure and improve its market position. Firms need competitive strategies to enable them overcome the competitive challenges they experience in the environment where they operate. These strategies enable a firm to gain a competitive advantage over its rivals and sustain its success in the market. A firm that does not have appropriate strategies cannot exploit the opportunities available in the market and will automatically fails. Based on these preceding, the purpose of this research is to determine

and assess competitive strategy as a prime factor responsible for successful performance and growth of restaurant business in a competitive business environment and growing economy like Nigeria. Lack of understanding of strategic issues involved in business success may hinder the performance of many businesses, to justify their investments and accomplish their desired goal.

Restaurant Business belongs to part of small and medium enterprise which is considered the backbone of economic growth in Nigeria and Kwara State being characterized by stiff competitive pressure and tense population of women that are gifted in cooking and making delicious meals allow Restaurants Business plays an important role in producing readily prepared food for bachelors and those with tight schedules or busy husband at work. Today busy environment schedules deprived graduate workers both male and female in meeting up with the challenges of satisfying their family with a delicious meal that makes it very convenient for workers to easily satisfy their needs at appropriate restaurant or cafeteria while at same time helping the young busy ladies and mother to reduce the stress of coming home late without adequate provisions.

Management of restaurants offered services of providing take-away soups, packed boiled pepper that can be freeze and later ease the cooking stress for young mothers. Restaurant business faced a lot of challenges in its operation which affects its competitiveness forcing it to rethink its strategies to remain in business

However , unemployment rate of Nigeria situation lead to the rise in the numbers of newly floated restaurant that are springing up to saturated the industry, these increase competitive pressure negatively affects the performance of many old ones, monitoring customer patronage in the restaurants is important as a results of high level of competition in the sector therefore in order improve the performance and remain in business management need to develop a number of competitive strategies, which this study seeks to investigate .

Strategy can be seen as the matching of resources and activities of an organization to the environment in which it operates (Johnson & Scholes, 2002), To obtain firm performance within the scope of sustainable competitive advantage, decisions on shaping firm's competitive strategies are one of the main issues for managers under firms' business level strategy. Because, the formulation and completion of competitive business strategies that will improve performance are one of the competent methods to achieve firm's sustainable competitive advantage. However, today business environment call for organizations to map out their plans on how to sustain their business performance, competitive advantage and

increase their probability. Thompson, Strickland and Gamble (2007) argued that the main objective of any strategy in an organization is to improve its performance, strengthen its competitive position and to outdo its rivals.

Obtaining effective firm performance within the scope of sustainable competitive advantage shapes firms decisions on competitive strategies which will be one of the main issues for organizations. This is because the formulation and implementation of competitive business strategies that improves performance are one of the competent methods to achieve firm's sustainable competitive advantage, therefore the effect of competitive strategies on firm performance is a major issue to policy makers and has been playing important role to refine firm performance for a long time (Porter, 2008). Strategies are formulated to adapt to, respond to, or shape the environment (Johnson and Scholes, 1999; Mintzberg, 1994). With any significant change in the level of uncertainty, a change in strategy is necessary to keep the organization in harmony with its environment.

A company has a competitive advantage whenever it has an edge over its rivals in securing and defending against competitive forces, (Thompson & Strickland, 2002). Johnson et al. (2006) perceived competitive strategies from a business level perspective and believed that it is the achievement of competitive advantage by a business unit in a particular market. Sidorowicz, (2007), on the other hand sees competitive strategies as skill-based involving strategic thinking, innovation, execution, critical thinking, positioning and the art of warfare. According to Porter (2004), competitive strategies primarily evolve explicitly through a planning process or implicitly through approaches dictated by a firm's professional orientation and the incentives of its directors. Competitiveness is where firms produce their products more economically than their competitor (Barney, 2010). Competitive strategy refers to deliberately choosing different set of activities that form the basis of competitive advantage to deliver a unique mix of value (Porter, 1996).

Competitive advantage is the result of a strategy helping a firm to maintain and sustain a favorable market position. This position is translated into higher profits compared to those obtained by competitors operating in the same industry (Calcagno, 2007). Indeed, understanding the resources and firm behaviors that lead to competitive advantage is considered to be the fundamental issue in strategic management studies (Porter, 1980; Ghemawat, 1986).

According to generic competitive strategies theory, competitive advantage is the bedrock of a sustainable above average performance in the long run. In the words of Hax and Maljuf (1991), there are two basic forms of competitive advantage which a firm can exploit, namely: low cost and differentiation advantage. When these two types of competitive

advantage are combined with a firm's scope of activities, they generate three generic strategies, which are cost leadership, differentiation and focus (Porter, 1985). However, each of the generic strategies takes a different route to achieving competitive advantage (Dess, Lumpkin & McGee, 1999). For example, whereas the cost leadership and differentiation strategies focus on achieving competitive advantage in a broad range of segments, focus strategy on the other hand, does so in a narrow segment. However, the specific actions which can be taken to implement each generic strategy differ widely from industry to industry (Hax & Maljuf, 1991).

The performance of companies is expressed in terms of profitability, service delivery, and growth among others. The purpose of companies is maximizing the value of equity and on the other hand it is maximizing the value of the company and its stock. The maximizing of the company's value is required to use the financial resources and optimal strategy by managers and their correct performances. There are three competitive strategies namely; cost leadership strategy, differentiation and focus strategies are key to achieving competitive advantage and improving organizational performance. Porter's generic strategies theory which is widely used is one of the theories that gives us the basis for our study. The theory shows that there are three generic strategies, either lower cost, differentiated, or focuses. Porter claimed that a company must only choose one of the three or risk that the business would waste precious resources. Porter's generic strategies detail the interaction between cost minimization strategies, product differentiation strategies, and market focus strategies of porters (Porter, 1980).

1.2 Statements of the Problem

The impact of business competitive strategy on organizational performance is a subject of great significance in the face of increasing global dynamics and intense market competition.

Competition place pressures on firms thereby creating an imminent needs for organizations to react in different ways. These made firms to formulate appropriate strategies in finding defensive positions against competitions and continually reinvent themselves by relying on proactive measures tactics, aggressiveness, creativity and innovations to successfully achieve organizational goal. This study considered porter (1996) generic competitive strategy because of its dominance in the theory of competition which were cost leadership, differentiation and focus strategy. However, many restaurants we lack proactive measures in using appropriate strategy like cost reduction to improve performance while some fail to apply differentiation

strategy which implies creating valued differences in packaging and taste of products , others keep non-challant attitude towards distinct attribute of firms brand which contributed greatly to their non performance and customer and thereby loses customers . Finally ,management of restaurant businesses do not engage in focused strategy to captured a particular niche market with effective networking process to improve sales performance.

1.3 Research Questions

Arising from the above, the following research questions were raised

1. To what extent does the cost leadership strategy affects profitability of Selected Restaurants in Ilorin Metropolis, Kwara State
2. How does product differentiation strategy impact service delivery of Selected Restaurants in Ilorin Metropolis, Kwara State
3. How far does market focus strategy affect sales growth of Selected Restaurants in Ilorin Metropolis, Kwara State

1.4 Objectives of the Study

The main aim of the study is to investigate the impact of business competitive strategies on performance of Selected Restaurants in Ilorin Metropolis, Kwara State. However, other specific objectives are to:

1. Determine the effect of cost leadership strategy on the profitability of Selected Restaurants in Ilorin Metropolis, Kwara State
2. Investigate the impact of differentiation strategy on service delivery of Selected Restaurants in Ilorin Metropolis, Kwara State
3. Evaluate the effect of market focus strategy on sales growth of Selected Restaurants in Ilorin Metropolis, Kwara State

1.5 Research Hypotheses

The following null hypotheses were formulated to guide the conduct of the study.

- H₀₁ Cost leadership strategy does not significantly impact the profitability of Selected Restaurants in Ilorin Metropolis, Kwara State
- H₀₂ Product differentiation does not significantly impact the service delivery of Selected Restaurants in Ilorin Metropolis, Kwara State
- H₀₃ Focus strategy does not significantly impact sales growth of Selected Restaurants in Ilorin Metropolis, Kwara State

1.6 Scope of the Study

The study majors on the three competitive strategies as proposed by Porter's (1996) that is: cost leadership, differentiation, and focus strategies which are applied in selected restaurant businesses and how they influence performance. This study is limited to the impact of business competitive strategies on the performance of Selected Restaurants in Ilorin Metropolis, Kwara State. However, the focus of the study will be directed to the restaurants operating in Ilorin metropolis of Kwara State. For the purpose of this research, cafeteria or restaurant encompasses local food sellers, noodles joint and other African, Indigenous, western or foreign styled food items are included.

1.7 Significance of the Study

The study provide useful insight into the impact of business competitive strategy as the impetus to improve the performance of business ventures. It will equip entrepreneurs with adequate knowledge of managing their business enterprise effectively. The study will assist restaurant in using various business technique and tactics to improve organizations productivity, it will also assist business strategist in proper planning to achieve improved operation.

This study aims to fill the gaps that has been left in the previous research, it also adds knowledge to the existing literature that future researchers and academicians can use for extensive studies. Since this study makes contributions to the effect of competitive strategies and firm performance, researchers will find this significant owing to its increased growth of insurance companies in third world countries and developing economies.

The study will provide knowledge on product differentiation as a competitive business advantage through building core competency with the customer loyalty characteristics. The application of the knowledge derived from the study will serve as a means of retaining existing customer and acquiring new product to satisfy customer through

entrepreneurial business model, and it will also serve as added advantage to fast food moving products revealing ways in which these techniques can ensure better product rendered to a consumers.

The study will also give organization insight on how competitive strategy can be handled in an effective and efficient manner for the purpose of strengthening the longitudinal relationship with the customers. By doing this, it will assist fast food moving products on how to create improve business performance. However, this study will also serve as a guide on how entrepreneurial ventures can enhance the practice of various business strategy with their personnel so as to satisfy, enlighten them and also elevate the situation where they can get use to the organizational culture.

Among other, the significant of the study extend the frontier of available literature for business oriented discipline and the result of this study will be useful for further researcher as empirical evidence in conducting research work for government, policy maker in commerce and industry together with individual entrepreneurs.

1.8 Operationalization

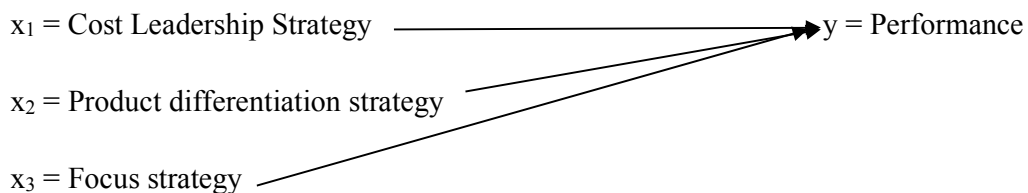
The topic for the research project, “Impact of Business Competitive Strategies on Performance of selected Restaurants in Ilorin Metropolis of Kwara State”, has the dependent variable as performance and the independent variable as Competitive Strategies. The dependent variable, performance is proxied as sales, market share, service delivery, brand reputation. The above is expressed mathematically as shown below:

$Y = f(X)$, where $Y = \text{Performance}$ and $X = \text{Competitive Strategies}$

$X = (x_1, x_2, x_3)$

$Y = y_1, y_2, y_3$

Where



1.9 Definition of Terms

Firm Performance

This refers to the positive change in organizational performance in relation to profitability, market share, customer satisfaction, customer loyalty and customer retention

Differentiation Strategy

These are gains which are yielded from specific firm positioning in a particular sector in relation to product pricing and specification. It can only be attained if a firm is innovative in relation to the product or services development as such to remain relevant in the industry.

Cost Leadership Strategy

This is a competitive advantage, yielding from lower pricing strategy as compared to other competitors

Focus Strategy

The ability of a company to use the resources to penetrate new markets and expand the existing ones

CHAPTER TWO

LITERATURE REVIEW

This chapter seeks to review the extant literature on competitive Strategies and management of entrepreneurial ventures and on the tripod of conceptual review explains some key principles and theories around it. It provides conceptual frame work theoretical background and empirical studies. It then concludes by indicating the gap in the literature.

2.1 Conceptual Review

2.1.1 Strategy

A strategy or general plan of action might be formulated for broad, long term, corporate goals and objectives, for more specific business unit goals and objectives, or for a functional unit, even one as small as a cost center (Porter, 1990). A strategy is a long term plan of action designed to achieve a particular goal, most often "winning" (Thompson et al, 2007). Johnson and Scholas (2005) define strategy as the direction and scope of an organization over the long term through configuration of resources within the changing environment, to meet the needs of marketers and fulfil stakeholders' expectations. Quinn (1980) defines strategy as a pattern or plan that integrates organization's major goals, policies and action sequences into a cohesive whole. Veskaisri, Chan and Pollard (2007) posited that without a clearly defined strategy, a business will have no sustainable basis for creating and maintaining a competitive advantage in the industry where it operates clearly defined strategy, a business will have no sustainable basis for creating and maintaining a competitive advantage in the industry where it operates.

Strategy can be defined as the direction and scope of an organization over the long-term that provides advantage for the organization through its pattern of resources within a demanding environment. Strategy has been defined as the match an organization makes between its internal resources and skills and opportunities and risks created by its external environment. The resources and capabilities of a firm are the central considerations in formulating its strategy; they are the primary constants upon which a firm can establish its identity and frame its strategy.

Strategies exist at several levels in organizations, ranging from the overall business to individuals working. However, the levels of strategies are divided into three broad categories, namely corporate, business and functional levels (Thompson, 1986). Discuss it as obtain in firm performance within the scope of sustainable competitive advantage, decisions on shaping firm's competitive strategies are one of the main issues for managers under firms'

business level strategy. Because, the formulation and completion of competitive business strategies that will improve performance are one of the competent methods to achieve firm's sustainable competitive advantage. Therefore, the impact of competitive strategies on firm performance is a major issue of unease to policy makers and has been playing important role to refine firm performance for a long time. Competitive advantage is the result of a strategy helping a firm to maintain and sustain a favorable market position. This position is translated into higher profits compared to those obtained by competitors operating in the same industry (Calcagno, 2007). Indeed, understanding which resources and firm behaviors lead to competitive advantage which is considered to be the fundamental issue in strategic management studies (Porter, 1980; Ghemawat,1986).

For firms to succeed in a competitive global environment, they need good strategies. A strategy is a firm's theory about how to compete successfully, it is a unifying theme that gives it coherence to its various actions (Peng, 2009). Strategy can be seen as the matching of resources and activities of an organization to the environment in which it operates (Johnson & Scholes, 2002), it can also be defined as the search for strategic fit between organization's internal resources and competence on one hand and the external environment on the other hand.

2.1.2 Competitive Strategies

Competitive strategy refers to deliberately choosing different set of activities that deliver a unique mix of value (Porter, 1996). It is a long-term action plan that is defused to help a company gain a competitive advantage over its rivals. Porter (1996) argues that competitive strategy is about being different from others in the industry. A company has competitive advantage whenever it has an edge over its rivals in securing customers and defending against competitive forces (Thompson & Strickland, 2002). Competitiveness is where firms produce their products more economically than their competitor (Barney, 2010). Competitive strategies analyses the core competencies and capabilities of a firm against the competition and the customers' needs so as to select the position the firm will take in order to survive and compete successfully.

Porter (1996) argues that competitive strategy is about being different. This means deliberately choosing a different set of activities to deliver a unique mix of value. Strategy is about competitive position, about differentiating oneself in the eyes of the customer, adding value through a mix of activities different from those used by competitors. If the primary determinant of a firm's profitability is the attractiveness of the industry in which it operates, an important secondary determinant is its position within that industry. Even though an

industry may have below-average profitability, a firm that is optimally positioned can generate superior returns (Porter, 1980).

Johnson et al. (2006) perceived competitive strategies from a business level perspective and believed that it is the achievement of competitive advantage by a business unit in its particular market. Sidorowicz, (2007), on the other hand sees competitive strategies as skill-based involving strategic thinking, innovation, execution, critical thinking, positioning and the art of warfare. According to Porter (2004), competitive strategies primarily evolve explicitly through a planning process or implicitly through approaches dictated by a firm's professional orientation and the incentives of its directors.

A competitive strategy, from a business level perspective, is the achievement of competitive advantage by a business unit in its particular market. According to Ansoff and McDonnell (1990) competitive strategy is a distinctive approach which a firm uses or intends to use to succeed in the market. Sidorowicz (2007) views competitive strategies as more skill-based and involving strategic thinking, innovation, execution, critical thinking, positioning and the art of warfare. Competitive strategy specifies the distinctive approach which the firm intends to use in order to succeed in each of the strategic business units. Competitive strategy gives a company an advantage over its rivals in attracting customers and defending against competitive forces. Competitive strategy consequently aims to establish a profitable and sustainable position against the forces that determine industry competition (Porter, 2008). How the companies compete between each other and which are the competitive strategies they use, are the most important questions raised during industry analysis and firms behavior explanation. Understanding the behavior of the firm, serves as input to improve practices of competition (Ormanidhi & String, 2008) realizing a high performance and sustainable competitive advantage. The competitive strategy view focuses on the influence of industry structure on firm performance. Companies formulate their strategic position by finding the best defensive position against competitive forces, by swaying the balance of the forces to enhance the company's position, and by choosing a strategy for competitive balance prior to opponents' movement (Kiple & Lewis, 2009). In this view, the strategic positioning of a firm reflects the firm's ability to generate competitive advantage. Competitive strategy is concerned with what a firm is doing in order to gain a sustainable competitive advantage. It comprises of all those moves and approaches that a firm has and is taking to attract buyers, withstand competitive pressure and improve its market position. This implies that for firms to maintain competitiveness it's necessary for them to develop strategies for competitive advantage which they can seek to sustain.

Competitive strategies refer to the action plan an organization adopts in a bid to attract more customers, endure pressure from competitors and enhance their market performance (Thompson, Strickland & Gamble, 2010). According to Lester (2009), these strategies allow a firm to stand out and conduct daily business hence are important in defining the markets or industries to compete in. Firms that can plan adequately and execute their competitive strategies appropriately are seen to have improved performance than their competitors (Jonsson & Devonish, 2009). As Atikiya (2015) states, firms having appropriate competitive strategies stand a good chance of exploiting available opportunities which guarantee them a ready market over their rivals. Firms need competitive strategies to enable them overcome the competitive challenges they experience in the environment where they operate. A competitive strategy enables a firm to gain a competitive advantage over its rivals and sustain its success in the market. A firm that does not have appropriate strategies cannot exploit the opportunities available in the market and will automatically fails. A company has a competitive advantage whenever it has an edge over its rivals in securing and defending against competitive forces, (Thompson & Strickland, 2002).

2.1.3 Porters Generic Strategies

Porter (1998) says that there are three potentially successful generic strategies that a firm can use for it to be able to outperform other firms in an industry. Porter (2004) outlines the three approaches to competitive strategy these being ; striving to be the overall low cost producer, i.e. low cost leadership strategy, secondly, Seeking to differentiate one's product offering from that of its rivals, i.e. differentiation strategy and lastly, focus on a narrow portion of the market, i.e. focus or niche strategy. Porter (2008) argued that superior performance can be achieved in a competitive industry through the pursuit of a generic strategy, which he defines as the development of an overall cost leadership, differentiation, or focus approach to industry competition. If a firm does not pursue one of these strategy types, it will be stuck-in-the-middle and will experience lower performance when compared to firms that pursue a generic strategy. Competitive strategy consists of all those moves and approaches that a firm has and is taking to attract buyers, withstand competitive pressure and improve its market position A company has competitive advantage whenever it has an edge over its rivals in securing customers and defending against competitive forces (Thompson & Strickland, 2010). Sustainable competitive advantage is born out of core competencies that yield long term benefit to the company. Sources of competitive advantage include high quality products, superior customer service and achieving lower costs than its rivals. To succeed in building a sustainable competitive advantage, a firm must try to provide what

buyers will perceive as superior value. This entails either a good quality product at a low price or a better quality product that is worth paying more for (Porter, 2008).

The field of strategic management presents various typologies to describe the generic competitive strategies of firms, how firms compete in specific businesses or companies by exporting their competitive advantage in order to realise their goals (e.g. Hambrick, 1983, Porter, 1980 Miles & Snow, 1978). The typologies all focus on a firm's relative emphasis on operational efficiency and low cost or uniqueness in the market. The justification for Porter's generic strategy is that First, Porter's typology overlaps with other competitive strategy typologies. For instance, Porter's strategy of cost leadership is synonymous with Miles and Snow's (1978) defender strategy and Hambrick's (1983) efficiency strategy. Porter's differentiation strategy also resembles Miles and Snow's prospector strategy. Second, Porter's typology has been linked to many organizational, environmental and performance – related variables (Campbell–Hunt, 2000; Ward & Druay, 2000). Porter's framework proposes that firms that pursue any of these competitive strategies would develop a competitive advantage that would enable them to outperform competitors in their industry. However, for a firm to earn superior profits and outperform its competitors, it must make a clear choice between a cost leadership and differentiation strategy in order to avoid “the inherent contradictions of different strategies” (Porter, 1996). This study emphasizes price leadership, differentiation and focus strategies, because they are the commonly used strategy dimensions in the literature (Dess & David, 1984; Nayyar, 1993; Allen & Helms, 2006).

A company's relative position within its industry identifies whether a company's profitability is above or below the industry average. The fundamental basis of above average profitability in the long run is sustainable competitive advantage. There are two basic types of competitive advantage a company can possess: low cost or differentiation. The two basic types of competitive advantage combined with the scope of activities for which a company seeks to achieve them, lead to three generic strategies for achieving above average performance in an industry: cost leadership (no frills), differentiation (creating uniquely desirable products and services), and focus (offering a specialized service in a niche market) (Porter, 1998).



Adapted from Porter (1996)

Figure 1

Cost Leadership Strategy: A firm that chooses a cost leadership strategy focuses on gaining advantages by reducing its economic costs below the costs of all its competitors (Barney, 1997). Cost leadership requires aggressive construction of efficient scale facilities, vigorous pursuit of cost reductions from experience, tight costs and overhead controls, avoidance of marginal cost accounts and cost minimization in many areas like advertising, services etc. Here, low costs relative to competitors becomes the theme running through the entire strategy although quality and other areas cannot be ignored (Porter, 1998). The strategy protects the organization from new entrants. This is because a price reduction can be used to protect from new entrants. A cost leadership strategy is designed to produce goods or services more cheaply than competitors by stressing efficient scale of operation. When a firm designs, produces, and sells a comparable product more efficiently than its competitors as well as its market scope is industry wide, it means that the firm is carrying out the cost leadership strategy successfully (Brooks, 1993).

- a. **Cost leadership strategies:** The purpose of this strategy is the company's low-cost products offers in an industry. Cost leadership strategy takes place through experience, investment in production facilities, conservation and careful monitoring on the total operating costs (through programs such as reducing the size and quality management). The existing literature contains some discussions of why the relationship between leverage and performance depends on a firm's choice of strategy. Firms pursuing a strategy of cost leadership will benefit more from the use of leverage in terms of the increased managerial efficiency which corresponds to be monitored by lenders.

According to Jensen (2009), monitoring by lenders also limits managers' opportunistic behaviors by reducing the resources available for discretionary spending. Hence, Jensen (2010) proposed that the control function of debt is more important for companies that strive to be efficient (Jermias, 2008). Accordingly, Porter (2008) suggested that cost leadership firms need to control costs tightly, refrain from incurring too many expenses from innovation or marketing, and cut prices when selling their products.

The other option is to sell at the normal market price and take advantage of the increased profit due to reduction in the production cost. In order to gain competitive advantage as a low cost provider, an organization has to employ ways and means which are very difficult for rivals to copy. Porter (2008) postulates that the sources of cost advantage are varied and depend on the structure of the industry. They may include the pursuit of economies of scale, proprietary technology, preferential access to raw materials etc. Thompson, Strickland, and Gamble (2008) argue that there are two ways of accomplishing the low cost provider strategy, i.e. Cost-Efficient management of value chain activities and revamping the value chain to curb or eliminate unnecessary activities.

Cost leadership strategies involve cutting down costs throughout the value chain to try and achieve the minimum cost structure possible where the products are made of high value, but with limited standard features with the intention of gaining competitive advantage thus increasing market share (Sumer & Bayraktar, 2012).

b. Differentiation Strategy: Differentiation strategy involves offering products or services that are perceived industry wide as being unique (Porter, 1998). It is one in which a firm offers products or services with unique features that customers value. The value added by the uniqueness lets the firm command a premium price. The key characteristic of differentiation strategy is perceived quality (whether real or not). This may be through superior product design, technology, customer service, dealer network or other dimensions. The advantage of differentiation is that perceived quality and brand loyalty insulates company from threats from any of the five forces that determine the state of competition in an industry. Differentiation strategy involves innovation that looks at how marketing techniques, sales, and advertising activities are applied and on the other hand where innovation is focused partly on features of manufacturing products, performance or quality (Hansen et al., 2015).

Differentiation is a business strategy where firms attempt to gain competitive advantage by increasing the perceived value of their products or services relative to the perceived value of other firms' products or services. To implement these strategies successfully, organizations need to have an accurate view about the current competitive situation to persuade customers

about the features of the sustainable products (Pondeville, Swaen & de Rongé, 2013). According to Rahman *et al.* (2011), differentiation is a business strategy that seeks to build competitive advantage with its product or service by having it “different” from other available competitive products based on features, performance, or other factors not directly related to cost and price. To be effective, the message of differentiation must reach the clients, as the customers perceptions of the company are important. Dirisu *et al.* (2013) state that while there are numerous ways to differentiate brands, identifying meaningful product driven differentiators can be especially fruitful in gaining and sustaining a competitive advantage. It is the ability to sell its differentiated product at a price that exceeds what was spent to create it that allows the firm to outperform its rivals and earn above-average returns

According to Porter (1980) as cited in Kamau (2013) differentiation strategy is a business strategy intended to increase the perceived value of the firm's products or services compared to competitors so as to create a customer preference due to its distinct features. The existence of product differentiation is always a matter of customer perception but firms can take a variety of actions to influence these perceptions. This implies that differentiation can be done specifically for a product to make them attractive, or for a service through utilization of after sales services like consideration of quality, incentive programs, increased operating hours and so on (Kamau, 2013). To add to this, Olegube (2014) states that differentiation also includes physical aspects which would cover location, space, design and display/layout and stores atmosphere. Moreover, Allen and Helms (2006) stress the importance of differentiation in a company image which increases the sensitivity of the buying process for customers.

b. Focus Strategy: The focus strategy whether anchored in a low-cost base or differentiation base attempts to attend to the needs of a particular market segment (Pearce and Robinson, 1997). It rests on the premise that a firm is able to serve its narrow strategic target more effectively or efficiently than competitors who are competing more broadly. As a result the firm achieves either differentiation from better meeting the needs of the particular target market or lower costs in serving this market or even both (Porter, 1998).

Focus strategies are assigned to help a firm target a specific niche within an industry. Unlike both low-cost leadership and differentiation strategies that are designed to target a broader or industry-wide market, focus strategies aim at a specific and typically small niche. These niches could be a particular buyer group, a narrow segment of a given product line, a geographic or regional market, or a niche with distinctive, special tastes and preference. The basic idea behind a focus strategy is to specialize the firm's activities in ways that other broader-line (low-cost or differentiation firms cannot perform as well, Superior value, and thus higher profitability, are generated when other broader-line firms cannot specialize or

conduct their activities as well as a focused firm. If a niche or segment has characteristics that are distinctive and lasting, then a firm can develop its own set of barriers to entry in much the same way that large established firms do in broader markets.

Kombo (2008) in a study on the motor industry notes that firms had to make substantial adjustments in their strategic variables in order to survive in the competitive environment. The firms introduced new techniques in product development, differentiated their products, segmented and targeted their customers more and improved customer service. Karanja (2012) observes in a study of real estate firms in Kenya that increase in the number of players has led to increased competition. The most popular type of competitive strategy was on the basis of focused differentiation. Firms tended to target certain levels of clients especially the middle and upper class who resided in certain targeted estates. Focus strategy is a strategy that targets certain segments of the markets by differentiating customer needs to be able to serve them at their best affordable prices (Jiri et al., 2013). Leitner and Guldenberg (2009) added that a combination of the three strategies, hybrid strategy, enable companies to maintain greater liveliness and flexibility in offering products that focus both on costs and on specific product features

2.1.4 Entrepreneurial Core Competency

Entrepreneurship core competency is the process, practice, and decision-making activity that leads to new entry focusing on their competitive advantage. Dimensions of Entrepreneurship core competency includes innovativeness, risk taking, pro-activeness, competitive aggressiveness and autonomy, which underlie nearly all entrepreneurial processes. Innovativeness is an organization's tendency to engage in and support new ideas, novelty, experimentation, and creative processes that may result in new products, (Mehrdad, Abolaroin Abdulrahim, Hamidreza , Mehesen & Ramin, 2011). Distinctive skill, normally related to a product, service or technology, which can be used to create advantage .Innovativeness is an important aspect of core competency, it entails organizational willingness and a tendency to achieve the desired innovation demonstrated in terms of behaviors, strategies, activities and processes. As a consequence, entrepreneurial core competency of innovativeness, which usually result in new products/services or changes in service/product lines, developing new R&D processes, new methods of production, developing new systems/applications or introducing as well as implementing new procedures. The main competence refers to a set of unique competence which is developed in a company in its main fields, such as quality, customer service, team coaching innovation, flexibility, responsiveness so that it can surpass its competitors (Srivastava, Franklin, & Martinette, 2013).

Accordingly, the impact of organizational core competency performance depends on the degree of innovation that is being pursued. It has been argued that more substantial and radical types of innovation tend to have a significant impact on organizational overall performance, while incremental innovation seems to have a low and short term impacts because such innovation usually concentrate on minor or process improvement initiatives or activities. Given this, when there is a major disruption occurs, organizations concentrating too much on incremental innovation initiatives may find themselves less competitive and lack of sustainability.

Nigeria is naturally endowed with entrepreneurship core competency opportunities; however the realization of the full potential of these opportunities has been dampened by the adoption of inappropriate industrialization policies at different times. Though several policy interventions that were aimed at stimulating entrepreneurship development via small and medium scale enterprises (SMEs) promotion have failed to achieve the desired goals, as it has produced indigenous entrepreneurs who are basically distribution agents of imported products, as opposed to the desired objective of building in-country entrepreneurial capacity for manufacturing, mechanized agriculture, improved outputs and experts needed for rapid industrialization. Entrepreneurship core competency in today's dynamic workplace, is a rapid change that occurs and where there is change, there is also learning. Through instruction and repetition, workers learn to perform jobs more effectively and thus reduce the number of direct labor hours per unit. Entrepreneurship core competency involves gaining experience on processes and improvements on administrative methods. Yusuf & Dansu, (2013) affirm that the main motive of competitive strategy is to provide answers to two fundamental questions, which are; what business is the organization doing? How do firms compete in the rapid changing environment? Thus, how an organization attains a superior performance and sustains competitive advantage in relation to its strategy is the main focus of strategic management as a field of study.

2.1.5 Influence of Competitive Strategies among Nigerian Firms

Competitive advantage can also be obtained through differentiation of the organization's products and services. This can be achieved as a result of image and reputation, product design and development, and through marketing and distribution capabilities. Meeting customers' needs requires knowing what these are, having the right product and making it available in the best way. The concept of strategies has been used in this research with reference to the future ability of a business to operate ethically and contribute to economic development while improving the quality of life for its workforce, the local and global community as well as future generations (Yusuf and Dansu, 2013). Strategic

planning is an essential aspect of organizational success, products and services need to provide customer benefits and they need to be at price and in a location where customers will know about them and make the decision to buy. There can be great differences between the abilities of firms to succeed there are fundamental inequalities between most competitors. This contrasts with the conventional economics textbook view of perfect competition that holds that firms are essentially similar, if not the same, and that over time their performances will converge on a minimum rate of return on capital. Less efficient firms will be obliged to exit and the more efficient firms will be subject to imitation. The competitive strategy view of the firm is that understanding and manipulating the factors that cause these inequalities, so as to give the firm a sustainable competitive advantage, largely govern long-term business success. Managers are confronted with flood of ideas with different business dimensions that requires sixth sense and rational reasoning when formulating strategy (Barney, 2001; Priem & Butler, 2001).

Hannagan (2002) in defining competitive strategy stated that it arises when an organization has an advantage in competing with its rivals, which enables it to earn returns on investment, which are higher than the average for the sector. This means that a company, which has a competitive advantage, is able to compete successfully with other companies in its market. The objective of strategic management is to create a situation where the company has a sustainable competitive advantage. In order to maintain a competitive advantage in Nigeria environment, a strategic manager must have a clear view of an organization's resources and how these can be used in the best possible way to achieve its corporate objectives. The competitive resources of an organization include the skills of its human resource, its physical resources in terms of property, plant, and financial resources including cash and credit. The Nigerian management process is concerned, one way or another, with organizing these resources so that there is a productive outcome. Hannagan (2002) described operations management as the process of transforming organizations resources from one state, such as raw materials to another, such as finished products. This transformation process takes place in one way or another in all areas of the economy. The outcome is the production and development of products and services which provide benefits to consumers and are offered in such a way that the organization is able to succeed. Products and services offered must be that which customers want, are prepared to and able to buy, while the organization has to make a profit or to receive sufficient revenue in one way or another to survive and flourish.

In attempting to achieve a competitive advantage, resources are foundation for an organizational strategy. There is no consensus from the previous findings on the impact of strategy on performance in strategic management literature, but O'Regan, et al., (2008) report that extant literature reveals

that positive relationship exist between strategic planning and strategy. One strategic option is to select a strategy that best exploits the organization's resources and capabilities relative to external opportunities. This requires an analysis of the organizations resources and capabilities and their relative strengths and weaknesses compared to competitors, and then the identification of opportunities as the gaps in the resources or the capabilities of the organization so that investment can be directed at filling these gaps and replenishing and up grading resources and capabilities. One aspect of competitive advantage is a strategy aimed at positioning an organization in its market, but fundamental to this process are the resources of the organization and their availability. Spanos, Zaralis & Lioukas, (2004) analyzed three different firm strategies (low cost, differentiation, and combination) and found that these strategies significantly affected firm performance. For example, the ability to establish a cost advantage requires an efficient size of operating plant, whether it is a product writ such as a factory or an office based operation; the excellent use, of resources; and access to relatively low cost inputs such as raw materials or labour. Low cost labour has effectively been utilized by many companies in obtaining their goods from courtiers that pay low wages.

Business strategy vary widely in different businesses, even within the same industry, managers need to be applying different techniques as the business requires. Thus, there are many strategies open to firms. The usual starting point is to recognize that strategy is the outcome of the resolution of several different, conflicting forces. Business organizations, owners, managers, and other implementers of strategy have their own personal values and ambitions. Every company has strengths and weaknesses, and the industry context offers opportunities and threats. The traditional, top-down view of strategy is encapsulated in the strategic planning view. This involves deciding on long-term objectives and strategic direction, eliminating or minimizing weaknesses, avoiding threats, building on and defending strengths, and taking advantage of opportunities. Given the strategic direction, the key strategic decision is product market selection. This should be based on the existence of long-term viable business opportunities (not merely the existence of growing markets), together with the prospect of creating the relevant core competences. Viable business opportunities depend on: the existence of valuable market segments; the existence of a sustainable positional advantage; and the creation of the appropriate strategic assets. Teeratansirikool and Siengthai (2012) study on Thai listed companies found that overall competitive strategy positively significantly enhanced organizational performance.

2.1.6 Organizational Performance

Performance measurement plays a key role in developing, implementing and monitoring a strategic plan. It enables managers to evaluate whether organizational objectives have been achieved, and is further used to develop and compensate managers. It helps managers monitor whether the company is moving in the direction they want it to go. These studies seek to examine business strategies and organizational of selected restaurant in Ilorin,

taking formal strategic planning and competitive strategy as the mediating role of performance measurement. Strategy is a set of decisions and actions that managers make and take to attain superior company performance compared to rivals (Parthasarthy, 2007). This study will analyze productivity and core competency to the existing conceptual discussion and analyses by investigating specifically the mediating effect of performance measurement on the effect of types of strategies proposed in Porter's model, namely, cost leadership and differentiation strategies, and firm focus performance through performance measurement. Porter's model of competitive strategy is considered in this study because of its popularity, well-defined structure, Competitive strategies clarity, simplicity and generality, and the way it complements two other approaches for the analysis at the aggregate level. This study will review business competitive strategies that will mediate effect of performance measurement on entrepreneurial ventures performance. Entrepreneurial ventures should have a better understanding on which characteristics of performance measurement are appropriate to each type of competitive strategy proposed in Porter's model. It will enhance the business performance measurement of firm in Nigeria industries. In addition, well defined business strategy creates managerial direction with respect to choosing appropriate performance measurements to align with formulated competitive strategy in order to enhance firm performance. Performance measurement has a significant role and is a significant tool in implementing competitive strategies that can lead to improved firm performance. Mc Adam and Bailie (2002) find that performance measures linked to strategy are more effective. Maltz, Schenhar, and Reily (2003) suggest that the final set of performance measures would depend on the firm's strategy.

Performance measurement also has a supporting role in strategic planning Tapinos, Dyson & Meadows (2005). To be effective, a firm's business strategy should align with its management control system. Otherwise, the managers will not be able to know whether the firm is making progress toward its goals or not.

According to Daft (2000), organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner. Ricardo and Wade (2001) defined organizational performance as the ability of the organization to achieve its goals and objectives. Organizational performance has suffered from not only a definition problem, but also from a conceptual problem. Performance refers to the degree of achievement of the mission at work place that builds up an employee's job (Cascio, 2006). Different researchers have different thoughts about performance; mostly researchers used the term performance to express the range of measurements of transactional efficiency and input and output efficiency (Stannack, 1996). According to Barney (1991), performance is a

continuous process to controversial issue between organizational researchers. Organizational performance does not only mean to define problem, but it also for solution of problem (Heffernan & Flood, 2000). Organizational performance is anchored around a multidimensional conceptualization related predominately to stakeholders, heterogeneous market circumstances, and time (Richard, 2009). Different studies propose different viewpoints on performance measurement. Performance measurement and management is considered by many organizations as an important activity to be done to keep organization on track in achieving its strategic goals and objectives. This is especially, when there are no performance measurement data to establish meaningful and objective organizational comparison that will enhance effectiveness and efficiency of their efforts (Luu, Kim, Cao & Park 2008). David (2011) sums up strategy evaluation or performance measurement to entail three basic activities; an examination of the underlying bases of organization's strategic direction, comparison of the expected outcomes with the actual outcome, and taking of corrective measures to ensure that organizational performance falls in line with plans. This indicates that performance measures or measurement system must be related to activities originating from organizations strategic planning efforts (O'Regan, Sim, & Gallear 2008).

2.2 Theoretical Review

This work considers some theories of entrepreneurship that are related to successful management of entrepreneurial ventures. This will ensure that there is proper understanding of underlying principles.

2.2.1 Dynamic Capability Theory

Dynamic capability is a theory of competitive advantage in rapidly changing environments. In [organizational theory](#), dynamic capability is the capability of an organization to purposefully adapt an organization's resource base. The concept was defined by [David Teece](#), Gary Pisano and Amy Shuen, in their 1997 paper *Dynamic Capabilities and Strategic Management*, as "the firm's ability to integrate, build, and reconfigure both the internal and external competences in order to address speedily dynamic environments. The theory arose specifically in response to competitive conditions that emerged at the end of the twentieth century. Dynamic Capabilities Theory Dynamic capability philosophy draws on Schumpeterian reasoning, which sees dynamic capability as another rent-creating mechanism based on the competences of organizations (Schumpeter, 1950).

Eisenhardt and Martin (2000) defined dynamic capabilities as 'a set of specific and identifiable processes' that are 'idiosyncratic' in details and somehow 'dependent' in their

emergence. Dynamic capabilities of firms may account for the emergence of differential firm performance within an industry (Zott, 2000). Zott (2000) synthesizing insights from both strategic and organizational theory, found performance relevant attributes of dynamic capabilities such as innovativeness of products to be the timing of dynamic capability deployment and learning to deploy dynamic capabilities. Dynamic capability is about organizational competitive survival rather resource based view's achievement of sustainable competitive advantage. Dynamic capability theory explains the capacity of an organization to purposefully create, extend or modify its resource base which refers to the choice of strategy an organization adopts to achieve its goals.

The dynamic capabilities view (DCV) has emerged as an attempt to untangle the complex problem of sustainable competitive advantage in today's dynamic environment (Eisenhardt & Martin, 2000; Teece, Pisano & Shuen, 1997). The underlying assumption is that firms, which are able to sense and then seize new opportunities and, further, reconfigure their resources and capabilities in line with recognised opportunities and environmental change can create and sustain a competitive advantage (Teece, 2009).

2.2.2 Resource-Based View Theory

The fundamentals of the resource-based view (RBV) of the firm can be found in the work of Penrose (1959) on the "Theory of the Growth of the Firm", which conceived the firm as an administrative organization and a collection of productive resources, both physical and human. Both material resources and human resources can provide the firm a variety of usefulness. Thus, the resource based theory of the firm combines concepts from organizational economics and strategic management (Barney, 1991). It addresses the resources and capabilities of the firm as critical determinants for organizational performance. Johnson, Scholes and Whittington, (2008) opined that the competitive advantage and superior performance of an organization is explained by the distinctiveness of its capabilities. Thus, the competitive advantage of a firm lies primarily in the application of a bundle of valuable tangible or intangible resources at the firm's disposal (Wernerfelt, 1984; Rumelt, 1984; Penrose, 1959; Wernerfelt, 1995). The term "resources" was conceived broadly as "anything that can be thought of as a strength or a weakness" of the firm and have been found to be important antecedents to products and ultimately to performance (Wernerfelt 1984).

The resource-based perspective has an intra-organizational focus and argues that performance is a result of firm-specific resources and capabilities (Barney, 1991). The resource-based view (RBV) is a basis for the competitive advantage of a firm that lies primarily in the application of a bundle of valuable tangible or intangible resources at the

firm's disposal (Collis and Montgomery, 1995). The RBV isolates idiosyncratic resources that are complex, intangible, and dynamic within a particular firm which can be utilized by the firm to gain and sustain competitive advantage (Barney, 1991). The bundles of resources that are distinctive to a firm give it an edge which other firms may not easily copy hence providing sustainability of the competitiveness (Wernerfelt, 1984).

The basis of the RBV is that successful firms will find their future competitiveness on the development of distinctive and unique capabilities, which may often be implicit or intangible in nature (Wernerfelt, 1984). The firm's unique resources and capabilities provide the essence of strategy. The key to a resources based approach to strategy formulation understands the relationships between resources, capabilities, competitive advantage and performance. The resource based view has been a common interest for management researchers and numerous writings could be found for same. A resource-based view of a firm explains its ability to deliver sustainable competitive advantage when resources are managed such that their outcomes cannot be imitated by competitors, which ultimately creates a competitive barrier (Mahoney and Pandian 1992). RBV explains that a firm's sustainable competitive advantage is reached by virtue of unique resources being rare, valuable, inimitable, non-tradable, and non-substitutable, as well as firm specific (Barney 1999)

2.2.3 Learning Curve Theory

The learning curve (LC) theory:, also called experience curve or dynamic curve was first develop by Wright and was first developed in the aircraft industry prior to World War II. A learning curve is a graphical representation of repetitive tasks that, when done on a continuous basis, lead to a reduction in activity duration, resources and costs (Grey, 2005 & Olateju, Abdulazeez & Alamutu, 2011) Getting behind on the learning curve might mean getting seriously behind on your project. Although the origins of the learning curve go back to the beginning of the 20th century, the first reported observation of the learning curve in manufacturing occurred in 1925 when managers noticed that the number of man hours to assemble plans decreased as more planes were produced.

In today's dynamic workplace, rapid change occurs and where there is change, there is also learning. Through instruction and repetition, workers learn to perform jobs more effectively and thus reduce the number of direct labor hours per unit. Organizational learning involves gaining experience on processes and improvements on administrative methods. Improved performance may be gained from better work methods, tools/technique as well as from individual worker learning (Windapo & Cattell, 2011).

The learning effect is consequently concerned with cumulative production over time of product. It is important to know that the learning curve is not primarily for cost reduction but as it help in time reduction it will also assist in overall cost reduction of any project embarked on at any point in time. Naturally, learning occurs because people are creative, learn from errors and are interested in finding ways to complete tasks in less time. Project managers must therefore take account of the impact of learning for planning, control and decision making.

The basis for the learning curve theory has emerged from the observation that experience makes repetitive tasks easier to perform. When a particular task or sequence of work is repeated without interruption, subsequent operations require reduced time and effort. The principle of learning curve, which has been used effectively in manufacturing, can also be used in construction as labour productivity and equipment operations affect the cost of many repetitive activities. Estimators can use this theory in cost estimating, managers can apply it in productivity improvement and for future bidding of similar activities. Business owners may utilize this theory in evaluating bids or change orders and subsequently for negotiating prices.

2.2.4 Achievement Need Theory

Achievement need theory: this theory was propounded by McClelland who believed that an entrepreneur is characterized by two features which include doing things in a new and better way and decision making under uncertainty. His emphasis was on the need for achievement entrepreneur. He opined that individuals who are possessed with high achievement orientation are not susceptible by considerations of money and or other externalities. He argued that entrepreneurship solely depends on motivation, that is, it is the need for achievement that helps promote entrepreneurship since entrepreneurs are concerned with the need of doing and getting things done. He opined that the need for achievement is inherent in the personality of entrepreneurs as a result of various experiences that must have been gathered. According to him, individuals and indeed a whole society that possess a high need for achievement will have higher levels of economic well-being than those who do not have.

2.3 Empirical Review

Akinso (2018) conducted a research titled Successful Strategies for the Survival of Business Owners in Nigeria. The research design for this study was a multiple case study. The targeted population was small-scale entrepreneurs from 3 facilities in the soybean

processing industries in Ibadan, Nigeria. The cognitive theory was the conceptual framework for the study. The data collection process was semi structured in-person interviews of 3 successful soy processing business owners. The data analysis process was conducted following the Rowley 4-step process and used the within-methodical triangulation that resulted in thematic answers to the central research question. The process of analysis included: grouping data, regrouping data based on themes, evaluating the information, and recognizing emergent themes. The five themes that emerged from the data were (a) education and training, (b) effective strategies for business profitability, (c) flexible financial strategy, (d) market positioning and, (e) efficient infrastructure. The data were cleaned and transcribed using software to code the features to identify the similarities of data used in the study. From the findings of this study, the implications for positive social change include the possibility to increase the survival rates of small businesses during early years of operation, reduce unemployment, increase tax receipts for the government, and catalyze economic activities, reducing poverty levels.

Kiama (2018) conducted a study on the effects of Product Differentiation Strategies on Organizational Competitiveness. The study sought to fill the existing knowledge gap by establishing the influence of product differentiation strategies in achieving competitive advantage in EABL. The target population was 14 managers from different departments. The study adopted a semi-structured questionnaire to collect primary data. Descriptive statistics such as means, standard deviation and frequency distribution were used to analyze the data. Qualitative data, which was mainly gathered from open and close ended questions. The data was consolidated, interpreted and then analyzed through content analysis. Regression analysis helped the study to establish the statistical significance of product differentiation in achieving competitive advantage in EABL. From the findings, there has been a product process differentiation in EABL where observable characteristics of a product that are relevant to customers' preferences and choice processes are met. These include size, shape, color, weight, design, material, and technology. The pricing of the products influence achievement of competitive advantage, the different products offered by the company led to production of reliable service delivery channels, products being designed as per customer needs, thus reducing failure costs and that the company has reasonable charges. The study also established that product market differentiation affect competitive advantage positively.

Kowo, Sabitu and Adegbite (2018) conducted a study on the Influence of competitive strategies on corporate performance of small and medium enterprises: a case from Nigeria. The objectives of the study were to identify whether adoption of cost leadership strategy assist in reducing the cost operation of small and medium enterprises and also to determine

the effect of differentiation strategy on the sales turnover of SMEs, Series of questions were asked using the questionnaire adopted by the researcher. Two hypotheses were proposed and tested in the study. Samples of 125 were drawn. The data were analyzed using simple frequency tables and regression analysis. However, for the purpose of this study the Statistical Package for Social Sciences (SPSS) was employed. To ensure the accuracy of the study this research used the Yamane formula in determining sample size. The coefficient alpha (Cronbach's alpha) was used to test the reliability of the measurement scale. The study critically examined the influence Competitive Strategies on Corporate Performance of Small and Medium Enterprises. The research found out that cost leadership strategy has significant effect on cost reduction of small and medium enterprises indicating that when firms are adopt good cost leadership strategy, they tend to reduce their cost of operations. The results of regression analysis revealed that adoption of competitive strategies usually impacts positively on the performance of the SMEs and that competitive strategy has significant relationship on company's market share. Therefore it is important for small and medium enterprises to learn more innovative ways of pleasing and satisfying the needs of employees at work to increase sales turnover of their business.

Kago, Gichunge and Baimwera (2018) conducted a study the investigated the Relationship between competitive strategies and organizational performance of petroleum companies in Kenya. The main objective of this study was to determine the relationship between competitive strategies and organizational performance of Petroleum companies in Kenya. The specific objectives of the study were to determine the effect of differentiation, focus and cost leadership strategies on business competitive strategies of Petroleum companies in Kenya and to determine business competitiveness challenges affecting facing Petroleum companies in Kenya. The study adopted a descriptive research design because of the nature of the data to be collected. This study was a survey of fifty-nine petroleum companies in Kenya. The target population consisted of all the 59 petroleum companies in Kenya. Structured questionnaire with open ended questions was used to collect primary data. The data was analyzed using content analysis and descriptive statistics. The findings indicate that competitive strategies of differentiation, focus strategy and cost leadership enhance business competitiveness. The study sampled 52 respondents who constituted top level, middle level and junior management at the Petroleum companies in Kenya. 46 questionnaires were dully filled and returned to the researcher and gave a response rate of 88%. Variables had a significant effect on cost leadership on relationship between competitive strategies and organizational performance of petroleum companies in Kenya. The independent variables that were studied explain a substantial 89.8% of competitive strategies for performance of as

represented by adjusted R2 (0.898). Therefore, the independent variables contribute 84.3% of the business performance. The study concludes that competitive strategies positively influence organization business performance. On the same, the study concludes that strategy implementation improves corporate image, business excellence and operations management, strategy formulation and implementation influence organization performance positively to a great extent resulting to increased organization profitability, business turnover and volumes of sale. The study further concludes that organizations should focus on evolutionary strategic changes, reconstruction strategic changes, adaptation reconstruction changes and revolutionary strategic changes as they enhance growth to a great extent.

Abdullahi and Muhammad (2017) conducted a study titled Cost Leadership Strategy and Performance of Hotels in Nigerian Context. This paper examines cost leadership strategy on performance hotels. After extant literature review the research used quantitative survey approach to analyze the hypothesized relationships. The paper employs census sampling to collect data from the manager/owner of hotels Kano State Nigeria. The data were analyzed using partial least square (PLS) method one of the 2nd Generation statistical tool of analysis. The findings of this study indicate that cost leadership strategy have direct significant positive relationship with hotels performance, The result signifies the appropriateness of PLS in analysis and has contributed better understanding of cost leadership strategy influence on hotels performance. Similarly, finding of this study can assist practitioners and policy makers in Hotels industry support the idea of business level strategy in designing strategic plan for superior performance. Finally, study implications for theory and practice, limitations, conclusions as well as direction for future research were provided and discussed.

Faith (2017) conducted a study that investigated the effects of competitive strategies on the performance of insurance sector in Kenya. The study employed a descriptive research design and this was appropriate for this research to ascertain the prevailing conditions of facts in a sample. The target population consisted of all strategic planning departments in the 47 insurance companies in Kenya listed under the membership of Association of Kenya insurance (AKI). A purposive sampling technique was used to select a sample of three employees from strategic planning department in each insurance company resulting in 141 respondents. Only 135 questionnaires were filled and returned representing 95.7%, this was sufficient for the study. To analyse the data, descriptive statistics such as mean, standard deviation, frequency and percentage were used. For inferential analysis correlation was used to measure the strength of the relationship between differentiation, focus, cost leadership and firm performance. Moreover, regression analysis was used to show the nature of the relationship between dependent and independent variables. Findings revealed that majority of

the firms offer a broad range of products and economize on cost of materials. It was also established that many differentiate their product and a majority do not offer narrower range of product than competitors. A correlation analysis between differentiation strategy and performance was a strong positive one and the regression coefficients showed a positive and significant relationship between differentiation strategy and insurance performance. Also, the findings revealed that most of the firms charge lower prices than the competitors and heavily invest in sales promotion. It was also revealed that many constantly reduce labour input through automation. A correlation analysis between cost leadership strategy and performance was strongly positive and the regression coefficients showed a positive and significant relationship between cost leadership strategy and insurance performance. The findings also established that many deal with broad product serving wider market while majority constantly target a specific market. A correlation analysis between focus strategy and performance was strong and positive and the regression coefficients showed a positive and significant relationship between focus strategy and insurance performance.

Ngugi (2017) conducted a study that investigated the influence of competitive strategies on performance of Express Company Limited in Kenya. The study was guided by the following objectives; to determine the competitive strategies adopted and the effects of competitive strategies on performance of express connections Kenya Limited. The research used a case study approach to give an in-depth understanding of the competitive strategies on performance of Express Connections Limited. The study used both primary and secondary data where primary data was collected using an interview guide and secondary data was collected from audited financial reports and other publications at Express Connections Limited. Content analysis was used to analyze this data collected from the interviewees. The study established that Express Connections Limited adopted a number of competitive strategies; standard pricing was being used within the respective timings for instance peak and off peak differentiation, usage of standard colors so as to identify the fleet and the creation of a sister company to help build the bus bodies and in repair of the vehicles and segmented market on the basis of routes being covered by the fleets and zones in order to ensure effective coverage of all routes. The study concludes that service quality and customer relationship are the most effective competitive strategy used by Express Connections Limited as well as differentiation of services to suit their clients.

Marangu, Mwiti and Thoronjo (2017) conducted a study that Analysed Cost Leadership Strategy Influence on Organizations' Competitiveness of Sugar Firms in Kenya. The purpose of the study was to analyze influence of cost leadership strategy on organizations' competitiveness of sugar firms. The study was based on the following

theories; competitive advantage, generic framework and resource based. To be able to achieve the study objective, it was essential to establish the associations between the different variables associated with the study variables in relation to the sugar firms hence descriptive cross-sectional research design was used in this study. The study's target respondents were twenty (20) managers from every sugar firm and its affiliated farmers' sugar cane out grower firms. In order to simplify the process of sample size determination for researchers, Krejcie & Morgan (1970) created a table based on the formula which shows the population of study and the expected sample size. According to the table, when the population is 240, then the sample size should be 148. Therefore the sample size of this study was 148. Questionnaires were the data collection instrument of this study mainly to collect the primary data and they were administered to the respondents by the researcher himself. Before the data was subjected to statistical analysis, it was subjected to factor analysis in order to prove the data suitability for statistical analysis. Correlation analysis was carried out in order to measure strength of association between cost leadership strategies. The model summary or goodness of fit model results also demonstrated that cost leadership strategy had explanatory power over organizations' competitiveness of sugar firms' in that it accounted for 53.2 percent of its variability ($R^2 = .532$) hence the study rejected hypothesis H01 and states that the influence of low cost leadership strategy on organizations' competitiveness was statistically significant.

Yuliansyah, Gurd and Mohamed (2017) conducted a research titled the significant of business strategy in improving organizational performance. The research aimed to investigate the extent to which business strategy mediates the relationship between reliance on integrative strategic performance measurement (RISPM) and organizational performance. A self-administered survey of 157 managers in Indonesian financial institutions was used to test direct and indirect effects among the hypothesized variables. The findings indicate that business strategy has a full mediating effect on the relationship between RISPM and organisational performance.

Anwar, Shah & Saf (2017) conducted a study titled Business Strategy and Organizational Performance: Measures and Relationships. The purpose of this study is, therefore, to provide an updated review of relevant literature to know the research designs, data collection and analysis methods, strategy and performance measures, and the findings for strategy-performance relationships. The relationship of strategy-performance linkages is central in strategic management research. A large number of empirical studies have applied strategic typologies distinguishing strategic types to investigate these linkages. Of the numerous strategic typologies, Miles and Snow's framework has been one of the most

scrutinized and validated strategy classifications. Although, there is a wide array of settings that provides a host of relationships for various business domains, no systematic review in the extant literature is available that summarizes the measures and the relationships used for operationalization of the strategy-performance linkages, especially when longitudinal financial data is used. An empirical example by applying refined scoring methodology is also presented for identification of strategic types and their relationship with performance using seven years' financial data from joint stock companies representing "cement and other minerals" sector of Pakistan.

Joseph and Amos (2017) conducted a research titled the Effect of Cost Leadership Strategy on Organizational Performance: A Case of Non-Life-Insurance Companies in Eldoret Town Kenya. The study sought to determine the effect of cost leadership strategy on organizational performance: a case of non-life-insurance companies in Eldoret town Kenya. This was conducted in insurance companies operating in Eldoret Town. This study adopted a correlation research design. The target was non-life insurance firms in Eldoret town. The target population was all the 42 branch managers of insurance companies in Eldoret town. The researcher employed census technique by taking all the branch managers to form the study sample. Questionnaire was used to collect data from the respondents. The data collected was analyzed using descriptive statistics using frequencies and percentages and presented in a table. The findings on the effect of cost leadership strategy on organizational performance indicate 92.11% held the opinion that the company gives the clients flexible payment periods (daily, weekly, monthly, quarterly and yearly). The study concluded that the company gives the clients flexible payment periods (daily, weekly, monthly, and quarterly and yearly). This enables their clients to pay their premiums making it possible for them to take up the various product offered in the organization. The study recommends that the company should give their customers flexible maturity periods for their products. This will enable them to attract more clientele since the clients know that their products can mature when they need them without having major financial implication to them.

Fathali (2016) conducted that empirical assessed of the impact of competitive strategies on corporate innovation in the automobile industry of Iran. The study involves a questionnaire-based survey of managers from two major automobile manufacturers (SAIPA and Iran Khodro) in Iran. A total of 286 useable questionnaires were received from managers from the two manufacturers. These were subjected to a series of correlational and regression analyses. The measures of the independent (competitive strategies) and dependent (corporate innovation) variables are based on literature. The results reveal that competitive strategies of Porter had a positive and significant influence on corporate innovation. With strong statistical

significance, three competitive strategies-cost leadership, differentiation, and focus- provide an explanation for variations in corporate innovation dimensions including innovation in product, innovation in process, and administrative innovation. Although the literature has long pointed out the importance of competitive strategies as a determinant of innovation, strategists have not focused on the impact of each strategy on the dimensions of innovation.

Pulaj, Kume and Amali (2015) conducted a study to examine the relationship between competitive strategies and organizational performance. Testing the applicability of Porter's generic strategies in construction firms we can explain the differences in the performance and comprehend how generic strategies can give them a performance advantage over the rivals. Simple random sampling technique was used to select a sample of 110 companies. The data was collected using questionnaires and analyzed using ANOVA statistical model. This paper reports findings on the relationship between the Porter's generic strategies (cost leadership, differentiation) and firm performances. The study found significant positive effects of cost leadership, differentiation and focus strategies on performance. The results of this study would assist the managers to design better competitive strategies they have to compete. According the purpose of this study there are following the qualitative and quantitative methods.

Gituku and Kagiri (2015) conducted a study titled effects of competitive strategies on performance of middle level colleges in Thika sub county. The study was aimed to establish the effects of competitive strategies on performance of middle level colleges in Thika Sub-County. The study had the following objectives; to determine the effects of pricing strategies on performance of middle level colleges; to establish how market focus affect performance of middle level colleges; to determine the effect of collaborations between middle level colleges and other institutions on their performance and to determine the effects of technology on performance of middle level colleges. This study employed descriptive research design. Stratified simple random sampling technique was used to select the study respondents. The sample size for the research comprised of 92 top level managers and 200 middle level managers within 36 colleges spread out evenly within Thika Sub-county. The researcher was able to obtain 258 fully filled questionnaires from the participants; Data was collected through use of scheduled interviews and questionnaires which were distributed to the top and middle level managers of different middle level colleges respectively. The return rate of questionnaires was 88%. Data collected from the field was cleaned, organized, coded using Statistical Package for Social Sciences (SPSS) to facilitate answering the research objectives. Quantitative data was analyzed statistically through use of descriptive statistics such as frequency distributions and percentages while qualitative data was analyzed using content

analysis. Multiple regression analysis was done to establish the relationship between the competitive strategies and performance of middle-level colleges in Thika Sub-county. In addition the study revealed that market focus strategies contribute 56.3% to college performance, pricing strategies contributes 46.6% to performance, collaborations contribute 26.7% and adoption of technology contributes 32.8% to performance of colleges. Hence there is a positive association between market focus, pricing strategies, collaborations, adoption of technology which affect performance of middle-level colleges in Thika Sub-County.

Peter (2015) conducted a study on the role of competitive strategies on performance of Kenya state corporations Caxton Muniyoki. Competitive strategies are important determinant of performance of State Corporations in Kenya. The main objective of the study was to determine the role of organizational autonomy and strategic positioning in the relationship between competitive strategies and performance of Kenyan State Corporations. This study was guided by positivist philosophy. The study adopted a descriptive cross-sectional census survey on a population of 187 Kenyan state corporations across the public sector. The study used both primary and secondary data. Primary data was collected by questionnaires which were administered to the Chief Executive Officers of the State Corporations. Data analysis entailed both descriptive and inferential statistics. The results indicated moderate mean score for cost leadership an indication that cost leadership was rated by the respondents as being inadequate for the Kenyan State Corporations. The corporations that emphasized efficiency had the highest mean score followed by the organizations emphasizing on time management. The study concluded that competitive strategies had a great influence on performance.

Njiru (2015) conducted a study that investigated the Effects of Competitive Strategies on Performance of Express Connections Limited in Kenya. The general objective of this study was to assess the influence of competitive strategies on organizational performance of classified hotels in Mombasa County registered under the Kenya Association of Hotel Keepers and Caterers. The study captured the theoretical background on competitive strategies in an attempt to provide basis for appropriate conceptual and theoretical framework for the current study. Descriptive survey research design was adopted in this study and the target population was 24 classified hotels in Mombasa County registered under the Kenya Association of Hotel Keepers and Caterers and the respondents were top level management staffs who were 144. The sampling technique used was stratified random sampling. Secondary and primary data was collected using a self-administered questionnaire. The questionnaire was piloted in order to check for validity and reliability. Questionnaires were administered through drop and pick method. The presentation of data was done by the use of

tables. All this was achieved by the use of statistical package for social sciences (SPSS) version 22. The information was displayed by the use of bar graphs. From the results it was concluded that all the two competitive strategies of corporate growth and differentiation had a positive and significant influence in the organizational performance of hotels. Hotels should have attractive products and offer better services in order to attract more customers than their competitors and the management should formulate differentiation strategies that will contribute to the competitive advantage of the hotels in Mombasa County. This will give the hotels a competitive advantage over their competitors and should address the cost leadership issues that may jeopardize the growth and stability of the hotels in Mombasa County.

Akingbade (2014) conducted a study Competitive Strategies and Improved Performance of Selected Nigeria Telecommunication Companies. The paper explored the influence of competitive strategies embarked upon by selected telecommunication companies in Nigeria on their performance. The paper also examines how competitive strategies could be implemented for improved customer satisfaction, retention and loyalty. Three null hypotheses were postulated to test the relationship between lower prices and customer satisfaction, uninterrupted trunk services and customer loyalty, and customer complaint handling and retention. Only customers using telephone service were selected as respondents from Lagos State. The state was stratified in to 20 local government council area and questionnaires were distributed to 125 respondents in each of them. The completion rate of the questionnaire in each of them is between 103 and 110. Survey research design was adopted to carry out the study. A structured questionnaire was designed and validated through the construct validity and tested for confirmation using the KMO measure of sampling adequacy. It was also made reliable using Cronbach's Alpha test. From the study, findings revealed relationship between competitive strategies and customer satisfaction, retention and loyalty. The findings revealed that there is a relationship between competitive strategies, its constituents and performance of telecommunication companies.

Yasar (2010) conducted a study competitive strategies and firm performance in Gaziantep carpeting sector. In this paper, the effect of competitive strategies on firm performance is empirically inspected by considering value chain activities in Gaziantep carpeting industrial cluster. The findings of research reveal that there is no significant relationship between competitive strategies and firm performance in Gaziantep carpeting industry. The results of research suggest that in order to improve firm performance and to get sustainable competitive advantage in global markets, competitive strategies should be used resolutely and cost and differentiation strategies implemented simultaneously by decision makers.

2.4 Gaps in Literature

Different scholars have examined the impact of competitive business strategies on performance of various business industry, but few studies have focused on restaurant business in Kwara State. Literature review of existing studies shows that there are different performance measurement systems (Chenhall & Langfield-Smith, 1998). Thus, it is important to ask what the most appropriate performance measures are which should be aligned to business strategy. Managers still face the issue of effective performance measurement, and may be overwhelmed with performance data (Maltz et al., 2003). In this study, the researcher explore how the impact of business competitive strategy can help an entrepreneur achieve its competitive advantage only when appropriate performance measurement which is used to achieve a good fit between the business strategy and performance which will lead to higher firm performance.

CHAPTER THREE

METHODOLOGY

3.0 Preamble

This chapter discusses the pragmatic approach to build the inquiry methods that are best suited to address the topics of the research questions. The chapter presents a review of the outlines of the methodological view of the research onion; these include research method, research design, population of study, sample size determination, sampling

technique/procedure, research sample frame, collection of data, research instrument, validity of research instrument, reliability of research instrument, ethical consideration.

3.1 Research Method

For this study the researcher makes use of quantitative method i.e information were collected with the aid of quantitative method. Data will be collected through a well structure close ended questionnaire. The questionnaire will be divided into two segments, the first segments reflects the demographic information of respondents while the other segments shows the drafted questions from the research variables. The purpose of adopting this research method is to generalize from a sample to a population so that inferences can be made about business strategies characteristics and performance of entrepreneurs.

3.2 Research Design

A research design should provide confidence to the scientific community that the findings derived follows the design that captures the reality and possess high levels of reliability and validity (Kerlinger, 2008). The fundamental idea of adopting this approach is to give Restaurants business in Kwara State, a well-structured questionnaire in the context of how business strategies enhance their performance. Cross sectional research survey designs have been used by several researchers.

3.3 Population of the Study

The population of interest consists of restaurant in Kwara state that are registered in the list of Food Seller Association in Kwara state, 92 registered restaurants down across Ilorin metropolis of Kwara state. It is unusual to be able to deal with the whole population in a survey, thus, a sample is essential. Furthermore (Asika, 2006) state that carrying out a physical census of the entire population could be practically unachievable, especially given the size and diversity of the target population.

3.4 Sample Size Determination

Since the population is a finite one, application of statistical formula becomes imperative in determining the sample size. To study the entire population is not usually feasible due to some hindering factors such as limited time frame, financial limitation, scarce resources and other holding back factors.

Using scientific measure in arriving at the sample size. The researcher adopts Taro Yamane Formula:- Hence the formula entails a 95% confidence level at a point of 5% assumption

$$\frac{N}{1 + \alpha^2 N}$$

Where N is the size of the population

α is alpha (the level of significance) which is 0.05

$$\frac{120}{1 + (0.05)^2 120} = 92$$

$$\frac{120}{1 + 0.0025 \times 120}$$

$$\frac{120}{1 + 0.3} = 92$$

3.5 Sampling Technique

The study adopt simple random sampling, which is a type of probability sampling technique that enables an equal chance of selecting each unit from within a particular (group) of the population when creating the sample. The questionnaires were administered to

randomly selected respondents by the researcher to ensure immediate attention and response from respondents.

3.6 Method of Data Collection

Primary data was used for this study and data will be collected through questionnaire and observation. Primary data will ensure active participation of respondents involved to get accurate information needed. For the purpose of this study, the questionnaire method will be used for collecting the primary data. The Likert scale of 1-5 (strongly agree, agree, disagree, strongly disagree and neutral) will be used. The questionnaires will be distributed to the respondent within the scope of the study. The questionnaires will be administered using both personal contact and research assistants who are based in the metropolis.

3.7 Method of Data Analysis

Data was analyzed using Statistical Package for Social Sciences (SPSS) version 20.0 through a combination of both descriptive and inferential statistics. The data preparation involves data coding and presentation. Descriptive statistics were used to analyze data on scope of operations, number of employees, turnover and the statistics use were percentage. Multiple regressions analysis to provide the proportion of variance in the dependent variable (performance) accounted for by the combination of independent variables (Business competitive strategies) and contribution of each dependent variable. This will enable the coefficients to explain the extent to which an independent variable influenced the dependent variable.

3.8 Research Instruments

Closed-ended Questionnaire and observation method were adopted by the researcher to collect the data. This is done to ensure that the required questions are in accordance with the stated objectives and also to avoid ambiguities in the questions as well as validate the instrument to be used. This different ways of gathering information supplements each other, hence boost the validity and reliability of the research instruments. The items of the questionnaires will be developed based on the research objectives and hypotheses

3.9 Validity of Research

Validity is regarded as the extent to which a measuring instrument achieved its primary purpose which is to authenticate its correctness and cogency. However, content

validity adopted in the research work, as this explains the degree to which a test measures a representative sample of subject matter and the behavioral changes under consideration. Asika (2006) stated that validity can be defined as the extent to which a measuring instrument measures what it is designed to measure. Hence, the study ensures that all variables are given utmost and fair representation in the questionnaire as they were grouped in different subheadings for clarity purpose.

3.10 Reliability Test

The data were subjected to reliability tests to check consistency of the measurement set. Reliability is operationalized as internal consistency and established through computation of Cronbach's alpha coefficient. Reliability of the instrument was measured using pilot study and this is controlled using Nunnally (1978) benchmark of 0.7. So coefficient reliability of 0.70 or higher indicated that the instrument used will be reliable.

3.11 Ethical Consideration

The ethical consideration demonstrates the researcher's commitment to professionalism by undertaking research practices that develop rapport and build a good relationship between the researcher and the respondents. The researcher assures the research sample of their confidentiality in line with submissions of Creswell (2009). This is to comply with the guideline and procedure of undertaking research in Kwara State University. More so, the researcher informs the respondent that the data collected will be used for the benefit of knowledge and academic purposes and for the manner that the respondents will not object to. The ethical considerations will not only be for the data collection, but also throughout the research process including the data analysis and interpretation, the research organizations, potential readers and the researcher that the research contains fundamental ethical values and practices which can measure the quality of the research as a whole.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Preamble

This chapter presents the analysis of data collected from the study. It is divided into six sections: presentation of data of respondents, data analysis, empirical results, test of questionnaire, test of hypotheses, and discussion of results.

4.2 Respondent Rate of Returns (RRR)

The responses from the copies of questionnaire was encouraging, that is to say out of Ninety two (92) copies of questionnaire administered and distributed to selected restaurants in Ilorin, Kwara State, eight Six (86) copies were correctly filled and returned to the researcher, this is recorded as one hundred percent since ninety three percent (93%) return rate and fourteen copies not returned or wrongly filled. Hence, all the questionnaires collected were deductively analyzed and represented in tables, percentage, and linear regression used for hypotheses testing.

4.3 Analysis of Questionnaire

For clarity and avoidance of possible ambiguities, tables are used to present the results drawn from each of the questions administered.

Frequency Table 4.1:Response Variable

Questionnaire	Frequency	Percentage
Returned and completed	86	93%
Not Returned/ Invalid	6	7%
Total	92	100%

Author's Field Survey, 2019

4.4 Presentation of Data

Table 4.2 Distribution table for demographic information of Respondents

S/N	Factor	Factor Level	Frequency	Percentage%
-----	--------	--------------	-----------	-------------

1	Gender	Male	24	27.9%
		Female	62	72.1%
		Total	86	100.00
2	Age	20-29 years	59	68.9
		30-39 years	17	19.8
		40-49 years	5	5.8
		50-and above	5	5.8
		Total	86	100.0
3	Academic Qualification	Primary Education	33	38.4
		OND/NCE	38	44.2
		HND/ B.Sc.	15	17.4
		Total	86	100.0
4	Marital Status	Single	15	17.4
		Married	57	66.2
		Divorced	6	6.9
		Widow	8	9.3
		Total	86	100.0
5	Length of service	1-5 years	36	41.9
		6-10 years	20	23.3
		11-15 years	6	7.0
		16-20 years	9	10.5
		21 and above	15	17.4
		Total	86	100.0

Author's Field Survey, 2019

Table 4.2 represents response of selected restaurants the demographic information of the study where gender, age, Educational Status, Marital Status and Length of service are illustrated.

The first section revealed that 62 respondents which is 72.1% are female business owners, while 24 stands for 27.9% respondents are male. Also, the table shows that 59 of the respondents representing 68.9% are 20-29 years old, 17 of the respondents representing 19.8% are between 30-39 years, 5 of the respondents representing 5.8% are between 40-49 years, and 5 of the respondents representing 5.8% are between 50 and above years of age. Therefore, the largest population is 20 – 29 years which has 68.9%.

In addition, 33 of the respondents representing 38.4% have primary education, 38 of the respondents representing 44.2% are OND/NCE. as their highest qualification, 15 of the

respondents representing 17.4% have HND/B.Sc. as their highest qualification. Therefore the largest populations have OND/NCE as their highest qualification with 44.2%.

Also, the distribution table above shows that 15 of the respondents representing 17.4% are single, 57 of the respondents representing 66.3% are married, 6 with 6.9% are divorce and 8 representing 9.3% are widow. Hence, the largest populations are married with 66.2 %.

Lastly, the distribution table above indicates that 36 of the respondents representing 41.9% have 1-5 years working experience, 20 of the respondents representing 23.3% have 6 – 10 years working experience, 6 of the respondents representing 7.0% have 11 – 15 years working experience and 9 of the respondents representing 10.5% have 16 – 20 years working experience and 21 and above has 15 respondents with 17.4%. Thus, the largest populations have less than 5 years working experience which has 41.9%.

Tables for Statements for Cost Leadership

Table 4.3 Our organization has optimum level of personnel as we constantly engage highly skilled staff					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	36	41.9	41.9	41.9
	Agreed	44	51.2	51.2	93.0
	Neutral	5	5.8	5.8	98.8
	Disagreed	1	1.2	1.2	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.3 shows the percentage of respondent to the question raised, 36 respondents amounting to 41.9% strongly agree, 44 respondents amounting to 51.2% agreed, 5 respondents amounting to 5.8% are indifference and 1 respondent amounting to 1.2% disagreed, this indicates that most respondent to the above question agree to the statement with the percentage of 51.2% which is the highest among the respondent.

Table 4.4 Our organization continuously trains staff on effective resource utilization					
		Frequency	Percent	Valid Percent	Cumulative

					Percent
Valid	Strongly Agree	27	31.4	31.4	31.4
	Agreed	50	58.1	58.1	89.5
	Neutral	2	2.3	2.3	91.9
	Strongly Disagreed	7	8.1	8.1	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.4 illustrates the percentage of respondent to the question raised, 27 respondents representing 31.4% strongly agree that Our organization continuously trains staff on effective resource utilization, 50 respondents indicates that 58.1% agreed that Our organization continuously trains staff on effective resource utilization, 2 respondents indicates that 2.3% are indifference and 7 respondent amounting to 8.1% strongly disagreed that Our organization continuously trains staff on effective resource utilization, this shows that most respondent to the above question agree to the statement with the percentage of 58.1% which is the highest among the respondent.

Table 4.5 Our organization maximizes on profitability through cost reduction strategies					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	31	36.0	36.0	36.0
	Agreed	33	38.4	38.4	74.4
	Neutral	15	17.4	17.4	91.9
	Strongly Disagreed	5	5.8	5.8	97.7
	Disagreed	2	2.3	2.3	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.5 illustrates the percentage of respondent to the above question, 31 respondents representing 36.0% strongly agree, 33 respondents indicates that 38.4% agreed, 15 respondents indicates that 17.4% are indifference, 5 respondents indicates that 5.8% strongly disagreed, lastly 2 respondents indicates that 2.3% Disagree this shows that most respondent to the above question agree to the statement with the percentage of 38.4% which is the highest among the respondents.

Table 4.6 Our organization improves on production/service delivery process to cut on waste

and duplication					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	16	18.6	18.6	18.6
	Agreed	40	46.5	46.5	65.1
	Neutral	15	17.4	17.4	82.6
	Strongly Disagreed	10	11.6	11.6	94.2
	Disagreed	5	5.8	5.8	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.6 above shows the percentage of respondent to the above question, Our organization improves on production/service delivery process to cut on waste and duplication, 16 respondents amounting to 18.6% strongly agree, 40 respondents amounting to 46.5% agreed, 15 respondents amounting to 17.4% are indifference and 10 respondents amounting to 11.6% strongly disagreed, 5 respondents amounting to 5.8% disagreed, This shows that most respondent to the above question agree to the statement with the percentage of 46.5% which is the highest among the respondent

Table 4.7 Our organization minimizes cost through innovation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	47	54.7	54.7	54.7
	Agreed	28	32.6	32.6	87.2
	Neutral	9	10.5	10.5	97.7
	Strongly Disagreed	2	2.3	2.3	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.7 distribution above shows the percentage of respondent to the question, Our organization minimizes cost through innovation, 47 respondents illustrates that 54.7% Strongly agree, 28 respondents illustrates that 32.6% Agreed, 9 respondents illustrates that 10.5% are indifference, and 2 respondents indicates that 2.3% Strongly disagreed, this implies that most respondent to the above question strongly agree to the statement with the percentage of 54.7% which is the highest among the respondent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	30	34.9	34.9	34.9
	Agreed	27	31.4	31.4	66.3
	Neutral	18	20.9	20.9	87.2
	Strongly Disagreed	7	8.1	8.1	95.3
	Disagreed	4	4.7	4.7	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.8 represents the percentage of respondents to the question above, 30 respondents representing 34.9% Strongly agree, 27 respondent representing 31.4% Agreed, 18 respondents representing 20.9% are indifference, 7 respondents representing 8.1% Strongly Disagreed, 4 respondents representing 4.7% Disagreed this implies that most respondent to the above question strongly agree to the statement with the percentage of 34.9% which is the highest among the respondents.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	40	46.5	46.5	46.5
	Agreed	30	34.9	34.9	81.4
	Neutral	15	17.4	17.4	98.8
	Strongly Disagreed	1	1.2	1.2	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.9 displays the percentage of respondent to the above question, 40 respondents representing 46.5% Strongly agree, 30 respondents representing 34.9% agree, 15 respondents representing 17.4% are indifference, and 1 respondent representing 1.2% Strongly disagreed, this denotes that most respondent to the above question strongly agree to the statement with the percentage of 46.5% which is the highest among the respondent.

Tables for Statements for Product Differentiation

Table 4.10 We adopt regular modifications on our products configuration					
Creating a first-mover advantage					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	25	29.1	29.1	29.1
	Agreed	35	40.7	40.7	69.8
	Neutral	14	16.3	16.3	86.0
	Strongly Disagreed	8	9.3	9.3	95.3
	Disagreed	4	4.7	4.7	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.10 demonstrates the percentage of respondent to the above question, 25 respondents representing 29.1% Strongly agree, 35 respondents representing 40.7% agreed, 14 respondents representing 16.3% are indifference, 8 respondents representing 9.3% Strongly disagreed, and 4 respondents represents 4.7% Disagreed. This denotes that most respondent to the above question agree to the statement with the percentage of 40.7% which is the highest among the respondent.

Table 4.11 We differentiate our products regularly from that of competitors.					
by focusing on continuous improvement					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	29	33.7	33.7	33.7
	Agreed	42	48.8	48.8	82.6
	Neutral	7	8.1	8.1	90.7
	Strongly Disagreed	4	4.7	4.7	95.3
	Disagreed	3	3.5	3.5	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.11 indicates the percentage of respondents to the above question, 29 respondents representing 33.7% strongly agree, 42 respondents representing 48.8% agreed, 7 respondents representing 8.1% are indifference, 4 respondents representing 4.7% strongly disagreed, and 3 respondents representing 3.5% disagreed. This denotes that most respondent to the above

question agree to the statement with the percentage of 48.8% which is the highest among the respondent.

Table 4.12 We consider product differentiation as an integral part of the organizational development.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	16	18.6	18.6	18.6
	Agreed	53	61.6	61.6	80.2
	Neutral	13	15.1	15.1	95.3
	Strongly Disagreed	4	4.7	4.7	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.12 indicates the percentage of respondents to the above question, 16 respondents representing 18.6% strongly agree, 53 respondents representing 61.6% agreed, 13 respondents representing 15.1% are indifference, and 4 respondents representing 4.7% strongly disagreed. this denotes that most respondent to the above question agree to the statement with the percentage of 61.6% which is the highest among the respondent.

4.13 The components and materials adopted by the organization make up good products.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	32	37.2	37.2	37.2
	Agreed	41	47.7	47.7	84.9
	Neutral	6	7.0	7.0	91.9
	Strongly Disagreed	6	7.0	7.0	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.13 shows the percentage of respondents to the above question, 32 respondents representing 37.2% Strongly agree, 41 respondents representing 47.7% agreed, 6 respondents representing 7.0% are indifference, and 6 respondents representing 7.0 % Strongly disagreed,

this shows that most respondent to the above question agree to the statement with the percentage of 47.7% which is the highest among the respondent.

4.14 Our organization offers products/services with unique characteristics					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	27	31.4	31.4	31.4
	Agreed	49	57.0	57.0	88.4
	Neutral	10	11.6	11.6	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

The table 4.14 shows the percentage of the respondents to the above question, 27 respondents representing 31.4% Strongly agree, 49 respondents representing 57.0% agreed, and 10 respondents representing 11.6% are indifference, this implies that most respondent to the above question agree to the statement with the percentage of 57.0% which is the highest among the respondent.

4.15 Our organization does research to match products/services with customer needs					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	43	50.0	50.0	50.0
	Agreed	33	38.4	38.4	88.4
	Neutral	7	8.1	8.1	96.5
	Strongly Disagreed	3	3.5	3.5	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.15 shows the percentage of respondents to the above question, 43 respondents representing 50.0% Strongly agree, 33 respondents representing 38.4% agreed, 7 respondents representing 8.1% are indifference, and 3 respondents representing 3.5% Strongly disagreed, this shows that most respondent to the above question Strongly agree to the statement with the percentage of 50.0% which is the highest among the respondent.

4.16 Our organization creates and maintains products/services with appealing features					
		Frequency	Percent	Valid Percent	Cumulative

					Percent
Valid	Strongly Agree	17	19.8	19.8	19.8
	Agreed	47	54.7	54.7	74.4
	Neutral	12	14.0	14.0	88.4
	Strongly Disagreed	6	7.0	7.0	95.3
	Disagreed	4	4.7	4.7	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.16 shows the percentage of respondents to the above question, 17 respondents representing 19.8% Strongly agree, 47 respondents representing 54.7% agreed, 12 respondents representing 14.0% are indifference, 6 respondents representing 7.0% Strongly disagreed, and 4 respondents representing 4.7% Disagreed. This shows that most respondent to the above question agree to the statement with the percentage of 54.7% which is the highest among the respondent.

Tables for Statements for Focus

4.17 Our organization understands its focus and mandate always reviews changes in the niche market					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	24	27.9	27.9	27.9
	Agreed	43	50.0	50.0	77.9
	Neutral	11	12.8	12.8	90.7
	Strongly Disagreed	3	3.5	3.5	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.17 indicates the percentage of respondents to the above question, 24 respondents amounting to 27.9% Strongly agree, 43 respondents amounting to 50.0% agreed, 11 respondents representing 12.8% are indifference, and 3 respondents representing 3.5% Strongly disagreed, this denotes that most respondent to the above question agree to the statement with the percentage of 50.0% which is the highest among the respondent.

Table 4.18 Our organization always updates its mandate in line with changes in the

market					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	29	33.7	33.7	33.7
	Agreed	42	48.8	48.8	82.6
	Neutral	7	8.1	8.1	90.7
	Strongly Disagreed	4	4.7	4.7	95.3
	Disagreed	3	3.5	3.5	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.18 indicates the percentage of respondents to the above question, 29 respondents representing 33.7% strongly agree, 42 respondents representing 48.8% agreed, 7 respondents representing 8.1% are indifference, 4 respondents representing 4.7% strongly disagreed, and 3 respondents representing 3.5% disagreed. This denotes that most respondent to the above question agree to the statement with the percentage of 48.8% which is the highest among the respondent.

Table 4.19 The Company has chosen specific market segments for some of its products and specializes on its target market

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	47	54.7	54.7	54.7
	Agreed	28	32.6	32.6	87.2
	Neutral	9	10.5	10.5	97.7
	Strongly Disagreed	2	2.3	2.3	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.19 distribution above shows the percentage of respondent to the question, Our organization minimizes cost through innovation, 47 respondents illustrates that 54.7% Strongly agree, 28 respondents illustrates that 32.6% Agreed, 9 respondents illustrates that 10.5% are indifference, and 2 respondents indicates that 2.3% Strongly disagreed, this implies that most respondent to the above question strongly agree to the statement with the percentage of 54.7% which is the highest among the respondent.

Table 4.20 Focusing of specific market segments enable our company to deliver high quality products/services.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	36	41.9	41.9	41.9
	Agreed	44	51.2	51.2	93.0
	Neutral	5	5.8	5.8	98.8
	Disagreed	1	1.2	1.2	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.20 shows the percentage of respondent to the above question, 36 respondents amounting to 41.9% strongly agree, 44 respondents amounting to 51.2% agreed, 5 respondents amounting to 5.8% are indifference and 1 respondent amounting to 1.2% disagreed, this indicates that most respondent to the above question agree to the statement with the percentage of 51.2% which is the highest among the respondent.

Table 4.21 The Company focuses on differentiating its products from those of its competitors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	27	31.4	31.4	31.4
	Agreed	50	58.1	58.1	89.5
	Neutral	2	2.3	2.3	91.9
	Strongly Disagreed	7	8.1	8.1	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.21 above illustrates the percentage of respondent to the above question,, 27 respondents representing 31.4% strongly agree that The Company focuses on differentiating its products from those of its competitors, 50 respondents indicates that 58.1% agreed that The Company focuses on differentiating its products from those of its competitors, 2 respondents indicates that 2.3% are indifference and 7 respondent amounting to 8.1% strongly disagreed that The Company focuses on differentiating its products from those of its

competitors, this shows that most respondent to the above question agree to the statement with the percentage of 58.1% which is the highest among the respondent.

Table 4.22 The Company focuses on innovation and competitive pricing to remain competitive.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	30	34.9	34.9	34.9
	Agreed	27	31.4	31.4	66.3
	Neutral	18	20.9	20.9	87.2
	Strongly Disagreed	7	8.1	8.1	95.3
	Disagreed	4	4.7	4.7	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.22 represents the percentage of respondents to the question above, 30 respondents representing 34.9% Strongly agree, 27 respondent representing 31.4% Agreed, 18 respondents representing 20.9% are indifference, 7 respondents representing 8.1% Strongly Disagreed, 4 respondents representing 4.7% Disagreed this implies that most respondent to the above question strongly agree to the statement with the percentage of 34.9% which is the highest among the respondents.

Table 4.23 Our Company focuses on new product development to remain competitive.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	40	46.5	46.5	46.5
	Agreed	30	34.9	34.9	81.4
	Neutral	15	17.4	17.4	98.8
	Strongly Disagreed	1	1.2	1.2	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.23 displays the percentage of respondent to the above question, 40 respondents representing 46.5% Strongly agree, 30 respondents representing 34.9% agree, 15 respondents

representing 17.4% are indifference, and 1 respondent representing 1.2% Strongly disagreed, this denotes that most respondent to the above question strongly agree to the statement with the percentage of 46.5% which is the highest among the respondent.

Tables for Statements for Performance

Table 4.24 Our brand equity has improved over time as a result of our adoption of business strategies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	25	29.1	29.1	29.1
	Agreed	35	40.7	40.7	69.8
	Neutral	14	16.3	16.3	86.0
	Strongly Disagreed	8	9.3	9.3	95.3
	Disagreed	4	4.7	4.7	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.24 demonstrates the percentage of respondent to the above question, 25 respondents representing 29.1% Strongly agree, 35 respondents representing 40.7% agreed, 14 respondents representing 16.3% are indifference, 8 respondents representing 9.3% Strongly disagreed, and 4 respondents represents 4.7% Disagreed. This denotes that most respondent to the above question agree to the statement with the percentage of 40.7% which is the highest among the respondent.

Table4.25 Our customers derive outstanding value from our variety of products

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	16	18.6	18.6	18.6
	Agreed	40	46.5	46.5	65.1
	Neutral	15	17.4	17.4	82.6
	Strongly Disagreed	10	11.6	11.6	94.2
	Disagreed	5	5.8	5.8	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.25 above shows the percentage of respondent to the above question, Our customers derive outstanding value from our variety of products, 16 respondents amounting to 18.6%

strongly agree, 40 respondents amounting to 46.5% agreed, 15 respondents amounting to 17.4% are indifference and 10 respondents amounting to 11.6% strongly disagreed, 5 respondents amounting to 5.8% disagreed, This shows that most respondent to the above question agree to the statement with the percentage of 46.5% which is the highest among the respondent

Table 4.26 Our organisation has an outstanding reputation for superior customer service delivery and satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	16	18.6	18.6	18.6
	Agreed	53	61.6	61.6	80.2
	Neutral	13	15.1	15.1	95.3
	Strongly Disagreed	4	4.7	4.7	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.26 indicates the percentage of respondents to the above question, 16 respondents representing 18.6% strongly agree, 53 respondents representing 61.6% agreed, 13 respondents representing 15.1% are indifference, and 4 respondents representing 4.7% strongly disagreed. This denotes that most respondent to the above question agree to the statement with the percentage of 61.6% which is the highest among the respondent.

4.27 Our market share within the industry has significantly improved over time as a result of our adoption of business strategies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	32	37.2	37.2	37.2
	Agreed	41	47.7	47.7	84.9
	Neutral	6	7.0	7.0	91.9
	Strongly Disagreed	6	7.0	7.0	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.27 shows the percentage of respondents to the above question, 32 respondents representing 37.2% Strongly agree, 41 respondents representing 47.7% agreed, 6 respondents

representing 7.0% are indifference, and 6 respondents representing 7.0 % Strongly disagreed, this shows that most respondent to the above question agree to the statement with the percentage of 47.7% which is the highest among the respondent.

Table 4.28 Our adoption of generic strategy has greatly increased the number of retained customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	31	36.0	36.0	36.0
	Agreed	33	38.4	38.4	74.4
	Neutral	15	17.4	17.4	91.9
	Strongly Disagreed	5	5.8	5.8	97.7
	Disagreed	2	2.3	2.3	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.28 illustrates the percentage of respondent to the above question, 31 respondents representing 36.0% strongly agree, 33 respondents indicates that 38.4% agreed, 15 respondents indicates that 17.4% are indifference, 5 respondents indicates that 5.8% strongly disagreed, lastly 2 respondents indicates that 2.3% Disagree this shows that most respondent to the above question agree to the statement with the percentage of 38.4% which is the highest among the respondents.

Table 4.29 Focus strategy has significantly improved the sales volume

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	36	41.9	41.9	41.9
	Agreed	44	51.2	51.2	93.0
	Neutral	5	5.8	5.8	98.8
	Disagreed	1	1.2	1.2	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.29 shows the percentage of respondent to the above question, 36 respondents amounting to 41.9% strongly agree, 44 respondents amounting to 51.2% agreed, 5

respondents amounting to 5.8% are indifference and 1 respondent amounting to 1.2% disagreed, this indicates that most respondent to the above question agree to the statement with the percentage of 51.2% which is the highest among the respondent.

Table 4.30 The Product differentiation has given the organization uncommon patronage in recent time and influenced the sales turnover of the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	27	31.4	31.4	31.4
	Agreed	50	58.1	58.1	89.5
	Neutral	2	2.3	2.3	91.9
	Strongly Disagreed	7	8.1	8.1	100.0
	Total	86	100.0	100.0	

Author's Field Survey, 2019

Table 4.30 above illustrates the percentage of respondent to the above question., 27 respondents representing 31.4% strongly agree that Product differentiation has given the organization uncommon patronage in recent time and influenced the sales turnover of the organization., 50 respondents indicates that 58.1% agreed that Product differentiation has given the organization uncommon patronage in recent time and influenced the sales turnover of the organization., 2 respondents indicates that 2.3% are indifference and 7 respondent amounting to 8.1% strongly disagreed that Product differentiation has given the organization uncommon patronage in recent time and influenced the sales turnover of the organization., this shows that most respondent to the above question agree to the statement with the percentage of 58.1% which is the highest among the respondent.

4.5 HYPOTHESES TESTING

4.5.1 Test of Hypothesis One

H₀₁ Cost leadership has no significant effect on the performance of Managers of selected restaurants in Ilorin, Kwara State.

Table 31 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.063 ^a	.004	.003	.84764

a. Predictors: (Constant), Cost leadership

The result of regression as contained in table 31 above Model Summary shows that the R gave a large value of 063. This means that the model explained about 63% of the variance in cost leadership. This by implication means that a unit increase in the independent variable (.630) will lead to a significant effect on the dependent variable amounting to 63%. This mean that the regression (model formulated) is useful for making predictions since the value of R² is close to 1.

Table 32 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.404	1	.404	.562	.001 ^b
	Residual	100.589	85	.718		
	Total	100.993	86			

a. Dependent Variable: Performance

b. Predictors: (Constant), Cost leadership

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (100.993) in comparison to the residual sum of squares with value of 100.589 (this value indicated that the model does not fail to explain a the variation in the dependent variable. However, the estimated F-value (.562) as given in the table above with significance value of 0.001; which is less than p-value of 0.05 (p<0.05) which means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (performance).

Table 33 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.254	.355		26.034	.000
Cost leadership	.022	.030	.063	.750	.001

a. Dependent Variable: Performance

The dependent variable as shown in the table above reads performance. This was used as a yardstick to examine the relationship between the two variables (i.e. Cost leadership and performance). The predictor is Cost leadership, as depicted in the above table and it is obvious that there is a direct relationship between Cost leadership and performance. According to the result in the table above Cost leadership t-test coefficient is 26.034 and the overall P-value of the variables is between 0.000 and 0.001 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level.

Decision Rule: As a result of the outcome, the Null Hypothesis (H_0) was rejected on the basis that the p-value is less 0.05. Hence the alternative hypothesis (H_1) was accepted which states that cost leadership has significant impact on the performance of Selected restaurants in Ilorin, Kwara State. The result from the test of hypothesis one as stated above aligns with the findings of Joseph and Amos (2017), Abdullahi and Muhammad (2017) as well as Marangu, Mwiti and Thoronjo (2017)

4.4.2 Hypothesis Two

H_{02} Product differentiation has no significant impact on the performance of Selected restaurants in Ilorin, Kwara State

Table 34 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.323 ^a	.104	.098	.80384

a. Predictors: (Constant), Product differentiation

The result of regression as contained in table 34 above Model Summary shows that the R gave a large value of 323. This means that the model explained about 32% of the variance in performance. This by implication means that a unit increase in the independent variable (.323) will lead to a significant effect on the dependent variable amounting to 32%. This mean that the regression (model formulated) is useful for making predictions since the value of R² is close to 1.

Table 35 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.530	1	10.530	16.297	.000 ^b
	Residual	90.463	85	.646		
	Total	100.993	86			

a. Dependent Variable: Performance

b. Predictors: (Constant), Product differentiation

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (100.993) in comparison to the residual sum of squares with value of 90.463 (this value indicated that the model does not fail to explain a the variation in the dependent variable. However, the estimated F-value (16.297) as given in the table above with significance value of 0.000; which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (performance).

Table 36 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	7.467	.384		19.441	.000
	Product differentiation	.129	.032	.323	4.037	.000

a. Dependent Variable: Performance

The dependent variable as shown in the table above reads performance. This was used as a yardstick to examine the relationship between the two variables (i.e. product differentiation and performance). The predictor is product differentiation, as depicted in the above table and it is obvious that there is a direct relationship between product differentiation and performance. According to the result in the table above product differentiation t-test coefficient is 19.441 and the overall P-value of the variables is between 0.000 and 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level.

Decision Rule: As a result of the outcome, the Null Hypothesis (H_0) was rejected on the basis that the p-value is less 0.05. Hence the alternative hypothesis was accepted which states that product differentiation has significant impact on the performance of Selected restaurants in Ilorin, Kwara State. The result from the test of hypothesis two as stated above is in support with the findings of Kiama (2018), Peter (2015) as well as Pulaj, Kume and Amali (2015)

4.4.3 Hypothesis Three

H_{03} Focus has no significant effect on the performance of Selected restaurants in Ilorin, Kwara State

Table 37 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.045 ^a	.002	.005	1.22072

a. Predictors: (Constant), Focus

The result of regression as contained in table 37 above Model Summary shows that the R gave a large value of .045. This means that the model explained about 45% of the variance in performance. This by implication means that a unit increase in the independent variable (.045) will lead to a significant effect on the dependent variable amounting to 45%. This mean that the regression (model formulated) is useful for making predictions since the value of R2 is close to 1.

Table 38 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.428	1	.428	.287	.003 ^b
	Residual	208.622	85	1.490		
	Total	209.049	86			

a. Dependent Variable: Performance

b. Predictors: (Constant), Focus

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (209.049) in comparison to the residual sum of squares with value of 208.622 (this value indicated that the model does not fail to explain a the variation in the dependent variable. However, the estimated F-value (.287) as given in the table above with significance value of 0.003; which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (performance).

Table 39 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	10.825	.512	21.146	.000
	Focus	.023	.043	.536	.003

a. Dependent Variable: Performance

The dependent variable as shown in the table above reads performance. This was used as a yardstick to examine the relationship between the two variables (i.e. focus and performance). The predictor is focus, as depicted in the above table and it is obvious that there is a direct relationship between focus and performance. According to the result in the table above focus t-test coefficient is 21.146 and the overall P-value of the variables is between 0.000 and 0.003 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level.

Decision Rule: As a result of the outcome, the Null Hypothesis (H_0) was rejected on the basis that the p-value is less 0.05. Hence the alternative hypothesis was accepted which states that focus has significant impact on the performance of Selected restaurants in Ilorin, Kwara State. The result from the test of hypothesis three as stated above correlates with the study of Akingbade (2014), Fathali (2016) as well as Kago, Gichunge and Baimwera (2018)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Preamble

This chapter is the concluding part of this study and it entails four (4) sections as follows; summary of findings which gives an overview of what was discovered in the study, the conclusion serves as the concluding section which gives a verdict statement of what the study concluded in on the study. While, the recommendations section suggests some better ways to improving on the current activities and solving the challenges and the last part suggests areas in which future research can be channelled.

5.2 Summary of the work

This research work stated in chapter one with the introductory part discussing the background to the study. This was followed by a clear definition of the statement of research problem that the researcher has observed. Objectives were drawn out to address the over riding objectives to examine the impact of business, competitive strategies on performance of selected restaurant.

The research objectives form the basis for the research questions and hypothesis. This was done through the operationlization of the construct competitive strategies and performance.

Variable sunder competitive strategies were cost leadership differentiation and focus strategies while performance construct considers profitability service delivery and sales growth though were not mentioned.

The above variable were emphasized in the literature review sections to provide a clearer understanding as regards the measurability and relations to their respective constructs.

Works of other scholars were review in the list to provide in depth understanding of the chosen topics. The section examined concepted frame work of the construct and their variables, theoretical consideration and empirical reviews, as well as the gap in the literature.

5.3 Summary of findings

The following are the summary of findings of this study;

Hypothesis one which states that Cost leadership has no significant effect on the performance of Managers of selected restaurants in Ilorin, Kwara State was rejected and the alternate accepted. In the course of the study, it was revealed that these businemanagers of selected restaurants have optimum level of personnel as they constantly engage highly skilled staff with previous experience. In addition, the study found that these businemanagers of selected restaurants improve on production/service delivery process to cut on waste and duplication and this is in line with the study of Akinso (2018).

Hypothesis two states that product differentiation has no significant impact on the performance of Selected restaurants in Ilorin, Kwara State. However, the null hypothesis was rejected and alternate was accepted which states that product differentiation has significant impact on the performance of Selected restaurants in Ilorin, Kwara State. From the study, it was also found that business managers of selected restaurants differentiate our products regularly from that of competitors by focusing on continuous improvement. This finding however corroborates with the study of Fathali (2016).

Hypothesis three states that focus has no significant effect on the performance of Selected restaurants in Ilorin, Kwara State. This null hypothesis was rejected and the alternate which states that focus has significant effect on the performance of Selected restaurants in Ilorin, Kwara State was accepted. According to the findings, it was also discovered that these business have an understanding of understands of focus which in turn affects their mandate and review changes in the niche market. Also, the study found that focusing of specific market segments enable our business managers of selected restaurants to deliver high quality products/services. Hence, this study aligns with the findings of Kago, Gichunge and Baimwera (2018).

5.4 Conclusion

In line with the above summary of findings of this study, the following conclusions were made that;

- i. Cost leadership strategy have significant effect on the performance of Managers of selected restaurants in Ilorin, Kwara State. In relations to the findings, it was further concluded that these business managers of selected restaurants improve on

- production/service delivery process to cut on waste and duplication.
- ii. Product differentiation strategy does have significant impact on the performance of Selected restaurants in Ilorin, Kwara State. It was concluded again that business managers of selected restaurants differentiate our products regularly from that of competitors by focusing on continuous improvement and value additions.
 - iii. Lastly, the study concludes that Focus strategy have significant effect on the performance of Selected restaurants in Ilorin, Kwara State. This study concludes further that focusing of specific market segments enable our business managers of selected restaurants to deliver high quality products/services.

5.5 Recommendations

Based on finding the following were the recommendations of the study;

- i. Restaurant owners managers of selected restaurants should step up in their service provision through cost leadership in order to own the market, given a low cost with quality food 0production and thereby increasing performance. Also, The existing cost leadership practices should be maintained and developed annually in order to gain competitive advantage since it significantly affects the organizational performance.
- ii. Since it is clear that differentiation enhance performance significantly, constant improvement should be on research and development activities to help come up with valued product through improved taste and neatness in the environment of their restaurant to meet up with modern system and attain competitive advantage. However principle of product differentiation needs to be maintained in the larger market. The existing differentiation strategy practices should be maintained and developed in order to gain competitive advantage since it significantly affects the organizational performance.
- iii. The study recommends that managers of selected restaurants should align well through maintaining huge and concise focus in order to be able to perform optimally in the market. The existing focus strategy practices should be modified towards modern focus strategy practices in order to improve organizational performance. These would be done through selection of customers to deal with i.e. by prone supplying of their order when call are received. And targeting a particular customer base to step up in improving.
- iv. Firms or owners of restaurants may use the result of findings to make decisions in

improving their business.

- v. Government has a critical role to play through encouragement of small scale industry to foster development and however benefit from their growth through taxation
- vi. The study may be useful for policy makers in developing appropriate policies to foster the development of small scale industries
- vii. To researchers the study can serve as codicils to existing literatures in these area and validating the findings realized prior to this study which may be carried out in other part of the world.

REFERENCES

- Awe, .O.W. (2010) *Entrepreneurship Development*. Fifth Edition Lagos, YBT Printserve Ventures.
- Ahmed, S. A. (2006). *The Role of SMEs in Developing Country*. Abuja: Omotayo and Co. Ltd.
- Anyanwu, O. F (2006). *Introduction to business management*. Oji River Enugu State, Nigeria: Phoenix Press.
- Allen, R. S., & Helms, M. M. (2006). Linking strategic practices and Organizational performance to Porters generic strategies, *Business Process Management*, 4, 433-454.
- American Marketing Association (2007). *Service Marketing: Integrating Customer Focus across the Firm*. 4th Edition, Tata McGraw-Hill Publishing Company Limited.
- Amyx R. S. (2005), *small scale enterprises in developing and transition economies*. Basingstoke, UK: Palgrave.
- Asika, Nnamdi. A. (2006). *Research Methodology in the Behavioral Sciences* Longman, Ikeja.
- Barringer, B.R., (1999) The relationship between Corporate Entrepreneurship and Strategic Management. *Strategic Management Journal* 20,421-444.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*. 17, (1), 99–120.
- Barney J. B. (2011). Is the resource-based “view” a useful perspective for strategic management research? Yes. *Academy of Management Review* 26 (1): 41-56.

- Baptista, RA 2006, *Entrepreneurial Human Capital and the Early Survival Chances of New start-ups; Opportunity based vs. Necessary –based*. Entrepreneurship, small Business Economics.
- Blackburn, W.R., (2007) *The sustainability handbook-The complete management to achieving socio-economic and environmental sustainability*. London earthscan.
- Cascio, W. F. (2006). *Managing human resources: productivity, quality of life, profits*. McGraw-Hill Irwin
- Casadesus Ramond Masanell & Joan E. Ricart (2011) *Competitive Strategy on how to design a winning business* Journal Harvard business review.
- Canice Sonny Nwosu & Jane Onuabuchi Munonye (2014) *Survival Approaches of Small-Scale Food Processing Enterprises in Imo State, Nigeria*. Department of Agricultural Economics, Extension and Rural Development Imo State University, Owerri Nigeria. *World Review of Business Research Vol. 6. No. 1. March 2016 Issue. Pp. 106 – 117.7*
- Creswell, J. W. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage.
- Chenhall S and Langfield-Smith, N. (1998). *Designing marketing strategy using the five competitive forces model by Michael e. Porter-Case of Small Bakery in Croatia*. International Journal of Management Cases 13(3): 376-385.
- David, F. R. (2011). *Strategic Management: concepts and cases*. 13th ed. New Jersey, Prentice Hall.
- Daft, R. L. (2000). *Organization theory and design*. (7th ed.) South-Western College Publishing, Thomson Learning. U.S.A.
- Dunphy, D. Giriffiths, A & Benn, S. (2007) *Organizational change for corporate sustainability. A guide for leaders and change agents of the future* 2nd ed London: Routledge

- Dirisu Joy, I., Oluwole Iyiola, & Ibiduni, O.S, (2013) Product differentiation: A tool of competitive and optimal organizational performance (A study of Unliver Nig Plc.)
- Grey, C. (2005). Avery short book about studying organization. London: sage publication
- Gustafson, FR 2014, *Definition of Small-scale Enterprise*. Retrieved June 18, 2015, from <http://smallbusiness-chron.com/definition/2652html>.
- Hughes Mathew, Robert E., Morgan (2007) Deconstructing the relationship between entrepreneurial orientation and business performance at embryonic stage of firm growth. *Journal of science direct industrial marketing management*. 36. 651-661.
- Hamel, G. (2007) leading the revolution of business, Boston: Harvard Business, school press
- Henry Mintzberg, H. (1995) “What is the manager’s Job: Folklore and fact” Harvard business review.
- Hisrich, G. & Peters M. (2002) Entrepreneurship Development in Nigeria: Characteristics, Problems and Prospects. Minniti.
- Hislls, C. and Hones, G.R., (1995): Strategic Management: An integrated Approach, U.SA: Hongton Mifflin company
- Hitchcock, D. & Millard, M., (2009) The business guide to sustainability- practical strategies and tools for organization 2nded, London Earthscan.
- Justin Iorakpen Iorun (2014) Evaluation of Survival Strategies of Small and Medium Enterprises in Benue State, *Department of Accounting, Faculty of Management Sciences, Benue State University, Makurdi, E-mail: iorzackior@gmail.com*, International Journal of Academic Research in Accounting, Finance and Management Sciences Vol. 4 (2), pp. 259–267, © 2014 HRMARS.
- Kaplan, R.S., & Cooper, R., (1998) Advances in management accounting <http://books.google.com.ng>.
- Kerlinger, F.N (2008) Foundation of Behavioral research, new Delh: Surject Publications.

- Kitching, J., Blackburn, R., Smallbone, D., & Dixon, R. (2009). Business strategies and performance during difficult economic conditions. (Project Report) London, U.K. Department for Business Innovation and Skills (BIS).
- Koontz & Donnel (1976): Management: A system and contingency Analysis of managerial functions, New York. Mc. Crown –Hill 615 edition.
- Luu, T., Kim, S., Cao, H., & Park, Y. (2008). Performance measurement of construction firms in developing countries, *Journal of Construction Management and Economics*, 26(4), 373-386.
- Meredith, O.H. (1992). Environmental factors and entrepreneurship development in Nigeria. *Journal of Sustainable Development in Africa*, 13(4), 166-176.
- Mehrdad, M., Abolarin Abdulrahim, S. Hamidreza, D., Mehsen, M., Ramin, M., (2011) Entrepreneurial Orientation and innovation performance; The mediating role of knowledge management, *Asia business management*.
- McAdam, R. and Bailie, B. (2002), “Business performance measures and alignment impact on strategy-the role of business improvement models”, *International of Operations and Production Management*, Vol. 22 Nos 9-10, pp. 972-96.
- Maltz, A.C., Shenhar, A.J. and Reily, R.R. (2003), “Beyond the balance scorecard: refining the search for organizational success measures”, *Long Range Planning*, Vol. 36 No. 2, pp. 187-204.
- MacKay, Creed, Semkin and Jeffries (1996), Hauer, Baron,. Campbell, Fausch, Hofstettler, Leavesly, Leavitt, Mcknight, and Stanford (1997) and Taylor (1995)
- Mintberg, H., (2000) ”What is the Managers job: folk love and facts” *Harvard business review*.
- Nkiruka, I, & Ogundeinde, A. (2016) Survival Strategies and Sustainability of Small and Medium Enterprises in the Oshodi-Isolo Local Government Area of Lagos State. 1Department of Business Administration, College of Management Sciences,

Bells University of Technology, Ota, Ogun State. *ActA Univ. Sapientiae, economics and Business* 4 (2016) 103–118. DOI: 10 1515/auseb-2016-0006.

Olympia, C., Racele (2014): Open access article on customer orientation invocation competence and firm performance: A proposed conceptual modern 2nd International Conference on strategic innovation marketing.

Ogundele, Akingbade, & Akinlade (2012) pointed out that one of the problems facing entrepreneurs is the lack of management skills and thus, Chapter. Full-text available. Oct 2016. Abdul Samad · Samad Nkiru Peace

Ogundele, O.J.K & Suleiman A.A (Dolo) launching a business enterprises, in
Ogundele, O.J.K (Ed). *Introduction to Business Organization: a booking needing pp 88-96 Lagos Molofin Nominees.*

Olateju, I., Abdulazeez , I., & Olamutu, S., (2011). *Project management practice in Nigeria publication.*

Otokiti S.O (2006) *fundamentals of Business Management: Reappraising Theoretical issues in business and management studies, the book house company Lagos.*

O'Regan, N., Sim, M. A., & Gallear, D. (2008). *Leaders, loungers, laggards: The strategic-planning-environment performance relationship re-visited in manufacturing SMEs"*, *Journal of Manufacturing Technology Management*, 19 (1), 6-21.

Osunkeye, O. (2013). *The global economic crisis and its implication for Nigeria, 2008.* [online] Available: www.ngrguardiannews.com (Retrieved 13.4.2013).

Omeresan, E 2004, *Survival strategy of small- scale business enterprise in a Volatile business environment. Unpublished Bachelor of Science proect work, Department of Business Administration, Delta State University, Abaraka, Delta State, Nigeria.*

Ormanidhi, O. and Stringa, O. (2008), "Porter's model generic competitive strategies", *Business Economics*, Vol. 43 No. 3, pp. 55-64.

- Ogunleye, E.O and Simon-Oke, O.O. (2004). The Impact of Public Sector Growth on Socio-Economic Welfare in Nigeria. *The Nigerian Journal of the Social Sciences*. Page 81-90.
- Parthasarthy, R. (2007), *Fundamental of Strategic Management*, Houghton Mifflin Co, Boston, MA.
- Prahalad, C.K., & Hamel Gary., (1990): The core competence of the corporation. *Harvard business review*, vol 68, NO. 3 P.82.
- Prahalad, C.K., & Ramaswamy, V., (2000): Co-opting customers competence. *Harvard business review*. 78(1), 79-90.
- Priem, R. L., & Butler, J. E. (2001). Is the resource-based view a useful Perspective for strategic management research? *Yes Academy of Management Review*, 26(1), 22-40.
- Proter, M., (1980) *Competitive Strategy: techniques for analyzing industries and competitors*, New York, the free press.
- Porter, E. Micheal (1985) *Competitive strategy: techniques analyzing industries and competitors*, New York: Free Press.
- Proter, M., (2003) *Competitive Strategy*, New York, NY.. the free press.
- Porter, M. (2008). *Competitive Advantage Creating and Sustaining Superior Performance*, New York: Free Press.
- Popadiuk & Choo (2007) Performance of Entrepreneurial Marketing Strategy and enhance *International Journal of Advance Academic Research*.
- Richard, K. (2009). The term organizational effectiveness is measuring organizational performance: Towards methodological best practice. *Journal of Management*, 8(3).

- Ricardo, K., & Wade, D. (2001). Corporate performance management: How to build a better organization through measurement driven strategies alignment. Butterworth Heinemann.
- Redmond, O. (2008). Anthony, P. D. (1980). Work and the loss of meaning. *International Social Science Journal*, 32, 416-426. Stannack, P. (1996). Perspective on employees performance. *Management Research News*, 119 (4/5), 38-40.
- Sandra Schillo (2011) Research gate article on entrepreneurial orientation and company performance: *The academic literature guide of managers*.
- Spanos, Y. E., Zaralis, G., & Lioukas, S. (2004). Strategy and industry effects on profitability: Evidence from Greece. *Strategic Management Journal*, 25, 139–165.
- Sinha, P. (2000)"Explaining Sub-Saharan Africa's Manufacturing Performance," *Development and Change*, 36(6), 2000, 1121-1141.
- Spencer. B., Zulkifli-Muhammad, M., Char, A. K., bin Yaso, M. R. & Hassan, Z.(2009). Small and medium enterprises (SMEs) competing in the global business environment: A case of Malaysia. *International Business Research* 3(1): 66-75.
- Tapinos, E., Dyson, R.G. and Meadows, M. (2005), "The impact of performance measurement systems on direction setting, a case study of University of Warwick", *Production Planning and Control*, Vol. 16 No. 2, pp. 189-98.
- Teeratansirikool, L., & Siengthai, S. (2012). Competitive strategy, performance measurement and organizational performance: An empirical study in Thai listed companies. Asian Institute of Technology.
- Udu, D.J. (2008) Introduction: Entrepreneurship and Economic Development.
- Windapo, M. G., & Cattell, J. I. (2012). Analytical framework for poverty

Reduction Issues of Economic Growth Versus other Strategies. In poverty Alleviation in Nigeria (Nigerian Economic Society (NES) Annual Conference Proceedings.

Yusuf, M., Tajudeen, O., Francis, S., & Dansu, V.(2013).SMEs, business risks and sustainability in Nigeria. *European Journal of Business and Social Sciences* 2(9): 76–94.

Zaini, A. Hadinijojo, D., Rohman, F., & Maskie, G. (2014) Effect of competitive advantage as a mediator variable of entrepreneurship orientation to marketing performance. *Journal of business and management*, 16(5), 5-10.

Department of Business and Entrepreneurship,
School of Business and Governance
College of Humanities, Management and Social Sciences,
Kwara State University, Malete,
Kwara State
Nigeria.

LETTER OF INTRODUCTION

Dear Respondent,

I am a postgraduate student in the Department of Business and Entrepreneurship, School of Business and Governance, Kwara State University, Malete. I am undertaking a research titled “Impact of Business Competitive Strategies on Performance of Selected Restaurants in Kwara State”. This research study is undertaken in partial fulfillment of the requirements for the award of Master of Science (M.Sc.) Degree in Business Administration.

A questionnaire has been developed which is essentially for research purposes and nothing else, hence your participation and contribution to the success of this study will be greatly appreciated..

Please be assured that the data generated are purely for this research, and will be treated with the utmost anonymity and confidentiality. Your cooperation is hereby solicited. Kindly give sincere response to all the questions. Thank you for your anticipated participation

Yours Faithfully,

OKIN, Medinat
Research Student

QUESTIONNAIRE

SECTION A: DEMOGRAPHIC INFORMATION OF RESPONDENT

INSTRUCTION: Kindly fill the box by marking or ticking with the most appropriate alternative provided. ()

1). **Sex :**

Male [] Female []

2). **Age :**

20 - 29 years [] 30 – 39 years []

40 – 49 years [] 50years and above []

3). **Marital Status:**

Single [] Married []

Divorced [] Widowed []

4). **Academic Qualification:**

Primary education [] Secondary Education []

ND/NCE [] B.Sc./HND []

Postgraduate Degree [] Other (please specify)

Instruction: Please tick (√) to indicate by ranking the degree of agreement based on your opinion on the importance of the following statements relating to CSR using a five point where Strongly Agree (SD= 5) , Agree (A= 4), Undecided (U= 3), Disagree (D= 2), Strongly Disagree (SD= 1)

PART I: COST LEADERSHIP

S/N	STATEMENTS	SA 5	A 4	U 3	D 2	SD 1
1	Our organization has optimum level of personnel as we constantly engage highly skilled staff.					

2	Our organization continuously trains staff on effective resource utilization					
3	Our organization maximizes on profitability through cost reduction strategies					
4	Our organization improves on production/service delivery process to cut on waste and duplication					
5	Our organization minimizes cost through innovation					
6	Our organization emphasizes on efficiency					
7	Our organization offer products/services at affordable prices					

PART II: PRODUCT DIFFERENTIATION

S/N	STATEMENTS	SA 5	A 4	U 3	D 2	SD 1
8	We adopt regular modifications on our products configuration Creating a first-mover advantage					
9	We differentiate our products regularly from that of competitors. by focusing on continuous improvement					
10	We consider product differentiation as an integral part of the organizational development.					
11	The components and materials adopted by the organization make up good products.					
12	Our organization offers products/services with unique characteristics					

13	Our organization does research to match products/services with customer needs					
14	Our organization creates and maintains products/services with appealing features					

PART III: FOCUS

S/N	STATEMENTS	SA 5	A 4	U 3	D 2	SD 1
15	Our organization understands its focus and mandate always reviews changes in the niche market					
16	Our organization always updates its mandate in line with changes in the market					
17	The Company has chosen specific market segments for some of its products and specializes on its target market					
18	Focusing of specific market segments enable our company to deliver high quality products/services.					
19	The Company focuses on differentiating its products from those of its competitors.					
20	The Company focuses on innovation and competitive pricing to remain competitive.					
21	Our Company focuses on new product development to remain competitive.					

PART V: PERFORMANCE

S/N	STATEMENTS	SA 5	A 4	U 3	D 2	SD 1
22	Our brand equity has improved over time as a result of our adoption of business strategies					
23	Our customers derive outstanding value from our variety of products					
24	Our organisation has an outstanding reputation for superior customer service delivery and satisfaction					
25	Our market share within the industry has significantly improved over time as a result of our adoption of business strategies					
26	Our adoption of generic strategy has greatly increased the number of retained customers					
27	Focus strategy has significantly improved the sales volume					
28	Product differentiation has given the organization uncommon patronage in recent time and influenced the sales turnover of the organization.					

Thanks for your time.