RELATIONSHIP BETWEEN COMPETITIVE STRATEGIES AND ORGANISATION PERFORMANCE AMONG FOUR AND FIVE STAR HOTELS IN NAIROBI COUNTY

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DECLARATION

This thesis is my original work and has not been submitted for a degree award in any University.

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DEDICATION

This thesis is dedicated to my Family, my wife Serfine, my daughters Nicole, Nici and Nifty for being a source of inspiration towards my education and all my friends. I appreciate their spiritual and material support that they accorded me as I worked on this thesis. Thank you and May the Almighty God bless you all.

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

EO	Entrepreneurial Orientation
GOK	Government of Kenya
KEMU	Kenya Methodist University
KIM	Kenya Institute of Management
KTB	Kenya Tourism Board
LO	Learning Orientation
MO	Market Orientation
NACOSTI	National Commission For Science, Technology & Innovation
RBV	Resource Based View
SPSS	Statistical Package for Social Scientists
US	United States

ABSTRACT

Across organizations strategic management forms the platform utilized by them in their collective action and determinations in the realization of improved results and some market advantage over rivals. Organizations deploy competitive strategies with mixed effects on performance. The primary intention of this work is to look at the existing relationship amongst competitive strategies and organization performance among four and five star hotels in Nairobi County. Guiding the study was the objective to examine the manner differentiation strategy, cost leadership strategy and focus strategy all relate with the organizational performance of four and five start hotels in Nairobi County, Kenya. The study was guided by Resource based Theory RBV (1959), Ansoff's Growth Strategy (1961), and McKinsey 7S Model. A descriptive research design was adopted with a target population of 66 general managers and assistant general managers of four and five star hotels in Nairobi County, Kenya. A census survey was used in the study. Data collection tool was questionnaires. Descriptive included mean and standard deviation, while inferential statistics included correlation and regression were used for analysis of quantitative data. Statistical Package for Social Sciences version 23.0 was used for data analysis. This study may be significant to the management in five star hotels in Nairobi County since it could complement efforts around formulation and deployment of appropriate plans to realize institutional goals, and secure relevance in the current dynamic business world. The study findings reveal that performance of four and five start hotels in Nairobi County, Kenya was significantly related with cost leadership strategy ($p < 0.05$) and focus strategy ($p < 0.05$). However, the relationship amongst differentiation strategy against performance was insignificant at $p > 0.05$ but only significant at $p <0.1$). A determination was also made that despite differentiation strategy having a negative influence on performance ($t = -.240$, $p >0.5$) both cost leadership strategy, and focus strategy had positive influence on performance (cost leadership strategy: $t = 0.363$, $p <0.05$; Focus Strategy: $t = 5.266$, $p <0.05$). The implication of these findings is that managers in four and five start hotels in Nairobi County, Kenya need to adopt cost leadership strategy and focus strategy, which would positively contribute to performance. The four and five start hotels in Nairobi County, Kenya should continue emphasizing on product differentiation strategy. The study's recommendation is that, the level 4 and 5-star hotel leaderships ought to recognize and utilize generic plans towards the enhancement of organizational success. According to the study, the leadership of Nairobi's 4 and 5-star hotels plays a key contribution in the provision of advisory, knowledge and important data to the organization's processes thus placing the organization in a strategic position competitively. There ought to be increased effort on supervision and monitoring for the purposes of realizing reduced costs. A reduction of costs calls for the establishment of cost-limiting instruments and a comprehensive adoption of cost cutting measures in departments like innovation and research, marketing.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Most organizations presently function in a greatly competitive market setting (Cornett, et. al., 2014). Over the last 30 years, there has been a notable rise in competition across all industries, including arts and education. As a result, every organization must have a plan to expand its clientele and customer base. Firms must create performance plans that will allow them to take advantage of opportunities, solve problems, and outmaneuver their competitors due to the intense competition in the market (Doan, 2020).

Adopting an optimal competitive strategy requires the ability to be flexible and align with the speculative and dynamic business environment, resulting in the adoption of an integrated ambidextrous company (Mutinda & Mwasiaji, 2018). If businesses want to outperform their rivals in acquiring customers, they must respond to competition strategically. Sustainable performance is based on a company's core competencies, which provide long-term advantages (Cornett et al., 2014).

Efficient implementation of competitive strategies can enhance a company's performance, according to (Gomes, et, al., 2018). Therefore, within an evolving and complex setting where competition is inevitable, adopting appropriate business strategies is crucial for a company to maintain its competitiveness and productivity (Hassan et al., 2017). In the last decade, the hotel industry has increasingly relied on competitive strategies as a critical aspect of achieving a market edge from effective hotel brand management as well as segmentation approaches.

In today's fiercely competitive global market, businesses face a challenge in the decision of whether to pursue a lower-cost plan or a higher-cost differentiation of services, as stated in previous research (Porter 1980; Pehrsson, 2016; Teece, 2014, & Yuliansyah et al. 2017). Although several studies have focused on the manufacturing sector (Tang, 2008; Yuliansyah et al., 2017), recent research has examined the application of business-level strategy in the services sector, particularly in upcoming countries.

Globally, hotels within the hospitality sector are positioned based on varied classification systems; with the star classification approach being the widely used everywhere. An increased ranking of the hotel translates to a better luxury of the hotel. Locally in Kenya, the classification is a star-rated approach having the 5-star as the highest, followed by the 4 –star, 3-star, 2-star and 1-star hotels in that order. The World Organization of Tourism (WTO) is the global body charged with the determination process of classifying these hotels and also mandated to monitor their operations (Abdul-Hamid, 2019).

The widespread adoption of information technology in emerging markets has not prevented intense competition in the service sector of developing countries due to the removal or relaxation of economic restrictions. As a result, the service sector has become a significant attraction for foreign investors and the primary employer in most countries. For example, in Nigeria, the hotel industry has played a critical role in creating employment opportunities for young people (Nwosu, 2016).

Foreign tourist arrivals in Nigeria increased to 1,186,800 in 2009 from 1,031,000 in 2005 representing a growth rate of approximately 15.1%, while the number of business travelers increased by 17.2% from 618,600 to 725,200 during the same period, according to the 2012 Tourist Report. This growth contributed to the nation's GDP, which increased by averagely by 7% annually between 2008 and 2012, reaching US$262.6 billion in 2012, as reported by the (Kenya National Bureau of Statistics

[KNBS], 2018). However, according to the 2013 report by SMEDAN, the country's GDP growth rate declined sharply to 1.7% in 2014.

Johanna (2010) further adds that individual nations have established their own criteria for the determination of theses hotel ranks even with the WTO being responsible for this role. According to KNBS (2018), numbers indicate the Kenyan hotel industry to be having approximately five hundred hotels with the number continually changing every year. Closely following agriculture in importance is the tourism industry, this is to the according to the Tourism Regulatory Authority (2021), National tourism strategy 2013-2018 report.

According to Cummings and Worley (2014) just like other investments, hotels too are embracing strategic management performance drivers in order to meet the global standards for certification, recognition, membership to unions and the much-desired star rating. A tool named “Organizational Performance Index” (OPI) created by the Kenya Institute of Management (KIM) enabled institutions within the African continent to aspire for excellence as well as positive competition. Their institutional results were indicated against the set universal levels. Some of the major indicators were; competition spirit, systems capacity, regular adjustments and standards.

1.1.1 Competitive Strategies

As per Ali and Anwar (2021), competitive strategies refer to an organization’s prolonged plan towards creating a sustainable market superiority over other rivals within the sector. The pursuit of a defensive market position and maximizing return on investment are the main goals of competitive strategy. These goals are closely linked to the management's strategy for effectively competing and gaining an edge over rivals.

Businesses use marketing plans like cost leadership, differentiation, focus cost, and focus differentiation. These strategies can be differentiated based on two key factors: company size, target market and whether it is pursuing a competitive advantage based on cost savings or product differentiation (Nolega et al., 2014). The intention of cost leadership strategy is to have the lowest production cost in the industry (Ali & Anwar, 2021).

Achieving this involves producing on a large scale, which offers the benefits of scale. Additionally, strategies such as increasing capacity utilization, cost control, efficient distribution, network setup, and high technology implementation are used to achieve a low-cost position.

The differentiation strategy employed by the company involves preserving the unique qualities of its products as a means to achieve market leadership. The primary goal of differentiation is to stand out from competitors. This is accomplished by pricing the distinct products at a higher level, thanks to their added value. Various tactics, including superior brand quality, utilization of alternative distribution channels, and continuous promotional support, are employed to successfully implement the differentiation strategy. Differentiation can be achieved through a range of factors, including distinctive products, promotional activities, well-trained staff, strategic locations, and advanced innovation (Nolega et al., 2014).

According to Barney and Hesterly (2013) differentiation takes cognisance of the reason why price alone is not sufficient for customers when making purchasing decisions is because they are numerous, geographically dispersed, and have diverse needs, as well as sufficient purchasing power. Therefore, customers take into account other non-price factors, such as promotional variables, when evaluating different options. Consequently, customers become less sensitive to competitive offerings if they perceive a company's offering as valuable. Differentiation strategy aims to establish a certain special position that appeals to a particular group of customers and is viewed as distinctive by those customers. On the other hand, in the focus cost strategy, businesses concentrate on specific market segments and keep prices low for those categories of products.

This strategy enables the company to effectively meet the needs of a significant number of customers and gain widespread recognition. By adopting this approach, the company develops products that cater to specific social classes, targets niche markets based on income levels, implements selective selling practices, and focuses on unique demographic segments. The company's goal in focusing on specific categories with distinct products is to distinguish itself from a few of its six rivals. By adopting a focus differentiation strategy, the company can satisfy the demands of marginal customers who refrain from purchasing competitors' products mainly because of the absence of minor features. This approach serves as a clear niche marketing strategy, as per Doan (2020).

A targeted differentiation approach is an effective marketing technique that relies on catering to the specific interests and preferences of a specialized customer base to gain a competitive advantage. The success of this approach depends on identifying a buyer group that desires unique product features or seller skills, as well as the company's ability to distinguish their processes from that of others in the same target market niche. Duran and Akci (2015) suggest that this strategy may involve customizing products to match a certain market niche, considering various social classes, using prestige selling techniques, and taking into account unique physiological market characteristics.

1.1.2 Organizational Performance

According to Akintokunbo (2018) Organizational performance refers to the evaluation of an organization's attainments with regards to predetermined objectives goals. This involves comparing the actual results or outcomes to the desired outcomes that are specified in the company's plans. Organizational performance is the assessment of how effectively an organization attains the objectives stated in its vision, mission, and goals. It can be divided into two performances: financial or non-financial. Financial performance involves using various metrics to gauge the extent to which a company is successfully realizing its goals. Equally, non-financial indicators are measurements that do not solely rely on financial data. These indicators have a long-term perspective and assess a company's ability to generate long-term value and sustainable growth for its shareholders.

Performance measurement in organizations involves these key measures: shareholder value performance, financial performance, and market performance. Shareholder value refers to the company's ability to consistently enhance the wealth of its shareholders. This is assessed through various investor-oriented measures such as earnings/share (EPS), market price/share (MPS), and dividends/share (DPS), which demonstrate the institution's effectiveness in increasing the market value of shareholders' investments. Additionally, financial performance evaluates the company's activities and policies in monetary terms (Chepchirchir et al., 2018).

Financial performance assesses the efficiency of an institution in utilizing its resources to realize better revenues and profits. To evaluate and analyze a company's plans, activities, procedures, and operations in monetary terms, financial metrics are employed. Profitability ratios, like Return on Investment (ROI) and Return on Equity (ROE), provide insights into a company's financial success. Efficiency ratios, such as the Operating Margin (OM) ratio, are commonly used to measure effectiveness. Additionally, liquidity ratios like the current ratio and net working capital ratio can be utilized to evaluate financial stability.

Another aspect to consider in this context is indicators of financial leverage and insolvency such as solvency ratios and Altman Z scores. In addition, the market performance of a company or product is important to assess how well it is doing in the market. This includes evaluating the company's ability to gain a competitive advantage over its competitors, which can be measured by market share. Best and Kahn (2012) suggest that market-based measurements can be analyzed from three perspectives: market standing, market profitability, and market orientation. Market standing involves external evaluations of the market, while marketing profitability aims to link profitability to specific marketing strategies employed by the company.

With the goal of most investments being profitability, institutional results therefore become a crucial factor to an institution Fernandes et al. (2020) maintain that results are the basic unit for evaluating an institution's relevance based on success, worker motivation and efficiency numbers. The management of hotels and scholars as well has integrated various results indicating measures (Odhiambo, 2015).

According to the approach by Odhiambo (2015), institutional results are portrayed as per objective realization supported by the goal setting principle. The institutional result is an indicator of four aspects; internal activities, monetary aspect, client view and creativity. The monetary aspect in improving results is driven by; profitability, leverage, capital, leverage, profit margin, asset turnover and cash flow. To them, well performing institutions are those showing ability to realize increased revenues measured against rivals in the sector. Duran, and Akci, (2015) asserts that although efficiency is a key tested motivator of results, there has been failure by it to indicate an institution's effectiveness to key goals. Other approaches used to indicate institutional results include; both qualitative and quantitative techniques, where the former deals with futuristic aspect and the former represents historical aspects.

The emergence of balanced scorecard (a standardized indication of results) according to Mutinda and Mwasiaji, (2018) is due the scenario of combining key plans with results indication. It is also the first platform that has the ability and has been utilized to indicate non-monetary gains. The transformation of strategies into executable items is what makes up strategic management performance drivers.

Normally, business growth is realized by enhancing performance or profit margins of an investment through the minimization of costs in an institution. Key determinations undertaken by the ownership or the management ought to seamlessly integrate with the setout plan, framework and activities inspiring positive results. In order to realize business growth, there must be organic growth that is indicated by the expansion of business outlets or commodities; or alternatively non-organic growth that is indicated by mergers and business acquisitions. Still obstacles to business growth still exist. The absence of prerequisites for growth translates to the numerous plans a firm adopts leads to failure. Within businesses, there exist elements determining the competitive ability businesses ought to have knowledge of for purposes of securing their position in an economy.

Strategic drivers of performance integrate strategic, monetary and operating aspects in the evaluation of an institution's ability to meet its desired targets (Mutinda, & Mwasiaji, 2018). Fernandes et al. (2020) advise that the leadership of tourism sector ought to implement feedback analysis in conforming to changes to ensure longevity.

1.1.3 Profile of Four and Five Star Hotels in Nairobi County

In the year 2007/08, the tourism industry was responsible for close to 600,000 employment opportunities (Siongok, 2021). The analysis further indicated an estimated 638,000 jobs by the year 2017. This dominant performance by the hospitality industry is responsible for its increased contribution to the nation's GDP. An important component of the tourism industry is the hotels, and takes into account every establishment from the 5th to the 1st rank. This diversity enables the hotels to offer an increased number of services suiting the consumers demand and taste. This star ranking of hotels is a practice transcending the Kenyan boundaries, to being an international tradition; and is a recognized platform for differentiating consumer preferences and demands.

According to Johanna (2010), the agency mandated with the responsibility of rank star classification is also responsible for monitoring their accountability; and is stationed under the WTO wing. The evaluation is based on the infrastructural ability as well as delivery of service levels. In the year 2017, a government circular that was gazetted placed the number of 5-star hotels in the country at eight, all being based in the capital city (Nairobi). These hotels reported bed occupancies ranging between 46-716. Among these 5- star hotels include; Radisson Blu Hotel, Villa Rosa Kempinski, Sankara Nairobi, Hemming ways Nairobi, Fairmont the Norfolk, The Tribe hotel, Sarova Stanley, and Serena hotel. Later more establishments were accorded the 5&4-star rank and this comprised of; the Intercontinental hotel, Hilton hotel, Laico regency, Jacaranda hotel, Southern Sand, Crowne Plaza Upperhill, Ole Sereni, Eka Hotel, Panari Hotel, Safari Park, Lazizi Airport, and Hilton Garden Inn**.** The location of majority of these hotels suggests a strange desire for privacy, within an uptown preference and with proximity to international firms and improved infrastructural network.

1.2 Statement of the Problem

Based on the 2018 economic survey publication From the Kenya National Bureau of Statistics (KNBS), the hotel industry in Kenya has experienced a continuous decrease in growth rate, declining from 18 % in 2016 to 12% in 2017. This trend is attributed to the impact of globalization, with multinational businesses slowly replacing locally-based hospitality industries. To address this issue, a solution needs to be identified.

Additionally, Muli (2019) expressed concern about the unsatisfactory outcomes by star-rated hotels in Kenya, with intense competition being a contributing factor to their ongoing business failure. However, empirical research on the performance of these hotels has been limited. Thus, this publication study aimed to examine the effects of competing strategies on the performance of star-rated hotels. Muli (2019) emphasized the need for the Kenyan hospitality industry to adapt to the demands of competing at unprecedented levels if it is to survive.

Wawira (2016) determined that utilizing marketing strategies was beneficial to the operations of hotels. Hassan et al. (2017) conducted research which showed effective strategic management practices having some major outcomes on the performance of the hotel industry. Murimi and Wadongo (2021) argued that star-rated hotels could enhance their performance through improved revenue management, while Nolega et al. (2015) established a positive correlation amongst customer relations management methods and loyalty. Gitongu (2021) demonstrated the positive impact of workforce training on the hotels' outcomes. However, there is a lack of research on the association amongst competitive strategies and the institutional results of star-rated hotels in Kenya, particularly in the face of the unpredictable operating environment caused by the effects of Covid-19. This publication aimed to address this informational gap by examining how competing strategies affected the performance of 4 and 5-star hotels in Nairobi County, Kenya.

There are conflicting study outcomes in the past analyses undertaken in the past years. The previous studies reveal that the four and five star hotels have been using competitive strategies, however new entrants have managed to gain significant market share in Kenya. Based on this background, this analysis intended to evaluate the connection amongst competitive strategies and organization performance among four and five star hotels in Nairobi County.

1.3 General Objective of the Study

The study's leading intention is an assessment of the relation amongst competitive strategies and the performance of four and five star hotels in Kenya.

1.3.1 Specific Objectives

i) To ascertain the manner differentiation strategy influences organizational performance in four and five star hotels in Nairobi County, Kenya.

ii) To determine the role of cost leadership strategy on organization performance in four and five star hotels in Nairobi County, Kenya.

iii) To access the role of focus strategy on organization performance in four and five star hotels in Nairobi County, Kenya.

1.4 Hypothesis of the Study

H_{01}: No major relationship exists amongst differentiation strategy and organization performance.

H_{02}: No major relationship exists amongst cost leadership strategy and organization performance.

H_{03}: No major relationship exists amongst focus strategy and organization performance.

1.5 Significance of the Study

The deductions from this analysis could possibly provide a template for the drivers of strategic management and positive results within the hotel sector. The review may enable the leadership of countrywide determine and apply tried and tested strategic management drivers to tackle success obstacles.

The review may positively contribute to present and upcoming entrepreneurs by making it easier to make determinations based on a study; since entrepreneurs always have an eye for investing and equally minimizing the cost of production. Further the review may add to the knowledge depth on the basic concepts anchoring strategic management. The academia also gains as a result of insights on the hotel sector being made readily available and easy to access.

Proposals advanced from the review could a platform to policy formulators for formulating schedules on strategic management and productivity of hotels going forward. The study deductions also add to the existing body of awareness in competitive plans and hotels' organizational results and empowers decision makers to implement standardized strategic management hotel drivers.

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management. The academia also gains as a result of insights on the hotel sector being made readily available and easy to access.

1.6 Scope of the Study

The review was limited to the relation amongst competitive strategies and organization performance among four and five star hotels in Nairobi County. The target population is 60 respondents, 30 four star and 30 five star, which are employees of four and five star hotels in Nairobi County, Kenya. The staffs included general managers and assistant general managers. The study lasted for six months, from June to December 2020.

1.7 Operational Definition of Terms

Differentiation Strategy According to Atikiya (2015) this involves positioning your brand, commodity or firm differently from the others. In the end, there is a distinction from the others in these aspects. A firm's differentiation strategy contains a strategy drawn to ensure delivery of commodities consumers view as special in a certain way.

Cost Leadership Strategy As per Doan (2020) this is normally as a result of institution effectiveness, capacity, pedigree and limitations. It is therefore the establishment of a market edge by ensuring minimal production costs compared to competitors within the sector.

Focus Strategy This is a practice within marketing strategy that involves concentrating a firm's utilities on new market entries or expansion within a smaller economy or sector. According to Duran and Akci, (2015) it is regularly utilized whenever a firm identifies its market and has goods to match their rivals' competition.

Organization Performance Kiprotich et al. (2018) profiles this as a situation where a role is indicated versus a certain measure of completion rate, precision, expense, speed as the cycle come to an end.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Coverage here will be on the theoretical and empirical frameworks related to the implementation of strategic plans are reviewed. The Conceptual Framework is established and the Independent Variables are analyzed in relation to the Dependent Variable.

2.2 Theoretical Framework

To cope with mounting competitive pressure and attain a competitive edge, companies need to adopt competitive strategies that will ensure optimal performance. Consistently innovating to distinguish their products and services is crucial in achieving this goal. Product and service innovation is a significant element in enhancing performance and serves as a measure for assessing hotel performance. Forming the theoretical body, the study conforms to include; Resource based Theory RBV (1959) Ansoff's Growth Strategy (1961), and McKinsey 7S Model**.**

2.2.1 Resource Based View Theory

Penrose's concept, created in 1959, is used to analyze and establish an organization's strategic advantage by examining its distinct asset pool, knowledge, and market awareness. As a principle, it emphasizes the importance of aligning an institution's unique internal capabilities with its evolving environment to gain a competitive advantage. This theory suggests that in business, competitors benefit from favorable market positioning as each institution utilizes a distinct set of resources and skills (Davis & DeWitt, 2021).

The resources must be valuable, rarity, uniqueness as well as difficulty in duplication or replacement (Barney & Hesterly 2013). Xiao, et al. (2018) argues that a resource is anything with the ability to establish an impact of value addition. Thereby, they are either physical or intangible, with accessibility to the utilities resulting to a market edge. Barney and Hesterly (2013) outlines the four dimensions' resources should be as; valuable, rare, unique, and isolated from imitation or substitution for attaining productive advantage, where practically; institutions may only attain some level with each dimension. An example of such utility is a brand; that forms the basis of this study.

Resource Based View Theory with respect to making decisions in strategic management defines an organizations capacity to fit in the competitive macro environment. This theory therefore relates to both human and financial resources required by an organization to remain relevant to competitive forces. Firm capabilities are therefore necessary in the performance of tasks that make an organization meet organization goals and objectives. Human resources therefore play an integral role in ensuring competitive strategies are formulated and implemented (Kobia & Otwala, 2016).

Njuguna (2021) advances that for firms to have success within this environment; they ought to utilize special, important and non-imitable resources. Marinov (2019), Ali and Anwar, (2021) version of the resource-based theory advances that firms utilize their resources to gain prolonged market edge and thus eventually report positive results (Walker, 2016). Jin and Lee (2020) observes that some intangible utilities like learning orientation, entrepreneurial orientation and market orientation show extreme difficulty towards duplication by rivals and thus are viewed to promote competitive edge over rivals.

Based on the firm's resource based view of Barney and Hesterly (2013) the academia has detailed strategic orientation to be a feature influencing the capability of an institution to concentrate on the mission of the company and establish a long-term desirable synergy for improved results Marinov (2019) maintains that with strategic orientation varying between institutions, as well as varying as a result of the makeup of institutional variables, it is therefore regarded to be multi-factorial. Institutions thus apply utility distribution and signals from the environment to identify the ideal strategy for realizing positive results.

According to publications on strategic management, strategic orientation has the ability to increase probability of mutual interests, simplifying the adoption of productive plans and improvement of results. Fundamentally, the resource based view details an institution with regards to the utilities it utilizes. Ali and Anwar (2021) asserts that utilities are available to enable attainment of prolonged market edge as well as improved outcomes. With that said it is important for institutions to utilize utilities according to their ability and thus increasing the likelihood of better results.

The attainment of top results by institutions is not only based on increased or quality utilities, instead it is as a result of their unique capabilities that enables them to outshine rivals. According to the theory, even as institutions are regularly developing better competencies, their business rivals are also regularly enhancing their expertise or duplicating what their top competitors are implementing (Mukherjee & Sen, 2022).

In the end, there is pressure on the firm’s internal activities, resources and competitive advantage as limiting features with not only with the ability to counter, but further with the leadership ability to guide the firm’s internal strengths. The concept connected with this analysis because it indicated the importance of institutions having key plans so as to have a better market advantage compared to rivals and this translates to improved results.

Strategic orientation encompassed all the key determinations identified by an institution to lead to improved market edge and thus the desire for institutions to have proper resource allocation and the desirable competences to develop approaches that cannot be duplicated by their rivals. With the hospitality sector being increasingly tough and competitive, hotel institutions surviving and recording positive numbers were the ones with solid strategic orientations; and this relied on the utilities they had.

2.2.2 Ansoff's Growth Strategy

Ansoff's Growth Strategy was coined by (Ansoff, 1957). Ansoff (1965) defined strategy as the connection between an organization's operations and target product markets, identifying the fundamental nature of the business that it currently or intends to operate in the future. The emphasis of this definition is on the similarity of the approach across various organizational behaviors. Businesses and organizations are established based on the goods and services that define their value propositions. Ansoff's product/market grid explores two critical dimensions, the product and the market, and four growth strategies are derived by combining these dimensions. These include product development, market expansion, market penetration, and diversification efforts.

Several scholars have come up with numerous competitive strategy models that permit comprehension of the principle. It is a strategic instrument assisting marketers as well as managers to come up with strategies that ensure a sustained growth. The early development of strategic thinking includes the work of Ansoff's growth strategy. The contribution of his work has explained the discovery of social strategy as well as managing institutional performance through strategic management.

Institutions are generally aiming to realize the key goals set out in their mission statement and these leads to the attainment of gains, and among these gains is increased turnover, that has the ability to drive institutions in meeting their targets reflected in terms of market relevance, business development and improved social responsibility (Bustanji, 2013). Thus it is crucial that business firms utilize strategic planning in their entire plans, like marketing strategic planning, as well as utilizing analytics in realizing strategic and marketing objectives from utilizing these platforms to aid in choice determination.

Each institution ought to possess the capability of determining present and promising business investments in an economy and this is dependent on their internal pool of utilities (Covin, & Wales, 2018). Trends keep on changing and no single firm will forever rely on their existing pool of commodities. This calls for institutions to come up with better marketing schedules in order to use suitable marketing opportunities according to their pool of utilities. From diversification, an institution may decide to increase their line of commodities or undertake expansions to new investments that are completely different from the parent one. Institutions with regards to business growth undertake certain policies and schedules to achieve this expansion goal. These growth plans may be integrative, diversification or intensive plans (Al-Mamun, et al., 2017).

According to Ongore and Kobonyo (2011) just like other investments, hotels too are embracing strategic management performance drivers in order to meet the global standards for certification, recognition, membership to unions and the much desired star rating. A tool named “Organizational Performance Index” (OPI) created by the Kenya Institute of Management (KIM) enabled institutions within the African continent to aspire for excellence as well as positive competition. Their institutional results were indicated against the set universal levels. Some of the major indicators were; competition spirit, systems capacity, regular adjustments and standards.

According to the approach by Odhiambo (2009), institutional results are portrayed as per objective realization supported by the goal setting principle. The institutional result is an indicator of four aspects; internal activities, monetary aspect, client view and creativity.

The monetary aspect in improving results is driven by; profitability, leverage, capital, leverage, profit margin, asset turnover and cash flow (Qureshi, & Yousaf, 2014). To them, well performing institutions are those showing ability to realize increased revenues measured against rivals in the sector. Duran and Akci, (2015) asserts that although efficiency is a key tested motivator of results, there has been failure by it to indicate an institution's effectiveness to key goals. Other approaches used to indicate institutional results include; both qualitative and quantitative techniques, where the former deals with futuristic aspect and the former represents historical aspects (Arieli et al., 2020).

The emergence of balanced scorecard (a standardized indication of results) according to Carucci (2017) is due the scenario of combining key plans with results indication. It is also the first platform that has the ability and has been utilized to indicate non-monetary gains. The transformation of strategies into executable items is what makes up strategic management performance drivers.

Strategic drivers of performance integrate strategic, monetary and operating aspects in the evaluation of an institution's ability to meet its desired. Mamun et al. (2017) advise that the leadership of tourism sector ought to implement feedback analysis in conforming to changes to ensure longevity.

With regard to the intensive plans, an institution tries to reach improved revenue numbers by an intensive and extensive marketing operation within their current economies; intensive and extensive marketing operations of current line of commodities into new economies; utilization of R and D processes to improve revenue by way of current product enhancement. Also, with regards to integration plans, an institution may adopt business operations previously undertaken by their supplier, and this known as “backward integration”; or their distributors “forward integration”; or employ horizontal integration, that deals with business acquisitions, mergers and key partnerships to reduce competition. With regard to diversification plans, business development is realized from an operation into numerous economies or alternatively releasing different commodities into the market (Arieli et al., 2020).

The growth plan can be determined based on the market's age and the product's age according to the Igor Ansoff matrix. As per the BLS (2019), the tourism industry is made up of a number of institutions providing hospitality services, which have to transport and hospitality sectors. Hotels can diversify by starting to offer travel services, operating their resorts, or expanding into unrelated areas such as manufacturing, marketing, or consulting. The primary goal is to encourage consumers to utilize increased services the hotel provides. In reducing competition and increasing market share, a number of hotels and airlines continue to acquire smaller competitors. Additionally, strategic alliances have been formed in the industry to reduce costs

2.2.3 McKinsey 7S Model

The development of McKinsey 7S model was by Tom Peters and Robert Waterman of McKinsey Consulting in the early 1980s and it became a useful tool for evaluating and analyzing an organization's internal condition. The framework identifies seven components of a business practice that can be linked to increase a company's effectiveness. The 7S model categorizes elements into hard and soft components, where structures and channels are regarded physical, and common ethos, expertise and workforce are regarded soft aspects. According to the framework, the interdependence between elements is crucial, and changes to one element may have an impact on other elements. The Hilton McKinsey 7S framework places shared values at the center of the model as they influence employee behavior and performance, as illustrated below. According to this model, there are seven variables starting with ‘S’ making it easier for recognition in business. These seven variables are; shared values, skills, systems, structure, staff and strategy. The purpose of this framework is to determine features whose adoption leads to better institutional results. Daily operations and plans undertaken with regard to institution management form the “system (Cox et al., 2019).

The labour pool of an institution forms the “staff”; the concept of institution capabilities forms the “skill”. The organization shown by the company leadership in their conduct forms the “style”. Principles defining crucial instructions common across the institutional membership form the “shared value”. The remaining variables; systems, strategy and structure are sophisticated and normally appear dominant as a result of their strong presence as well as being physical items like publications, strategy documents, reports and institutional tables. According to Cox, et. al., (2019) a rigid, hierarchy based institutional organization is normally viewed to lead to bureaucratic institutional structures, where authority is dominant in the top leadership levels.

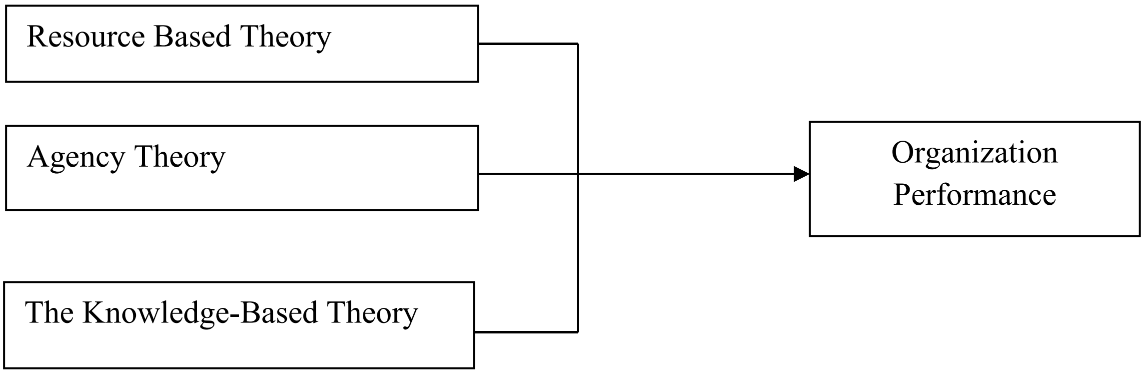
The model depicts the interdependent processes and aspects within an organization, disregarding the influence of the external environment. It does not directly address institutional efficiency or performance. However, it continues to face criticism for the absence Of empirical data in supporting its positions. Additionally, it has been accused of overlooking the nuanced and sophisticated aspects where strategy conceptualization and execution gaps may actually exist.

In order to ensure smooth and conflict-free business operations, the hotel industry has implemented well-defined systems. These systems primarily focus on individual departments within the industry. The organizational structure within hotels is relatively flat, encouraging a culture of continuous learning and innovation. By minimizing the number of managerial levels, employees feel at ease and more empowered, enjoying increased access to information and closer interaction with senior management and leadership.

The hospitality sector utilizes a participatory leadership approach, allowing the hotel industry to actively involve its employees in managerial decisions and decision-making processes. This leadership style promotes regular engagement between leadership, employees, and other managerial groups. It serves to identify potential conflicts and gather feedback on operational and strategic initiatives. Given the extensive international operations of the hotel industry, a significant workforce is employed. The recruitment process considers both internal and external candidates, based on need as well as desired qualification for varied positions. This demonstrates that the hotel business employs individuals who possess the necessary skills for their respective roles.

Figure 2.1:

Theoretical Framework



2.3 Empirical Review

Focus on this subsection is a presentation of publications on the variables of the study, namely; cost leadership, differentiation strategy and focus strategy.

2.3.1 Differentiation Strategy and Organization Performance

By creating something distinctive within the industry, a company aims to set its product or service apart. Unlike the cost leadership strategy, which emphasizes minimizing expenses, the differentiation approach primarily focuses on the external business environment and seeks optimal ways to align offerings with specific customer needs. While pricing remains a significant factor, this method prioritizes meeting customer requirements rather than solely relying on competitive prices. Through availing unique commodities, the clients will show willingness to purchase at a premium. Consequently, a company can surpass its competitors in terms of market share by selling more products at higher prices and achieving greater sales volume. Thus, there exists a positive correlation amongst outcomes and differentiation.

Kamau (2013) suggests that there are several factors that can be utilized as strategies to differentiate a product or service. These factors include the workforce, institutional processes, prices, institutional profile, client incentives, among others. According to

Cole, the most successful differentiator for a company, which will lead to the greatest success, is likely to come from only one or two techniques. On the other hand, Chege et al. (2018) argue that in order to achieve the desired outcomes, a firm must differentiate itself in multiple dimensions, rather than relying on just one.

Product differentiation is prevalent throughout the economy, as many milling factories offer a diverse range of products with unique features. These products exhibit numerous subtle and occasionally significant differences, resulting in a wide array of choices for buyers. This variety enables consumers to select the product that aligns most closely with their preferences. As a result, product differentiation is a common strategy employed by numerous commercial enterprises. Manufacturers intentionally create a broad assortment of products that possess slight variations, making it challenging for consumers to compare prices. In fact, product differentiation is practically essential in the majority of businesses and industries.

In order to achieve the advantages of differentiation, enterprises must align their ability to deliver differentiation with customers' expectations (Shafiwu & Mohammed, 2013). This implies that both the supply and demand aspects of a product are crucial for successful differentiation. It is essential to comprehend customers' needs, preferences, and their inclination to pay a premium for superior value when considering the demand side of the business. Understanding these factors is vital for identifying the qualities that make a product exceptional or unique.

Differentiation techniques are widely used in markets as a popular way of gaining a business edge, as highlighted by Teeratansirikool et al. (2013) and Pehrsson (2016). The field of strategic management offers a number of business strategies classes elucidating the manner institutions have competition in their market environments (Cox et al. 2019; Teeratansirikool et al. 2013).

The successful adoption of a differentiation plan within a business-level strategy occurs when a company offers exclusive commodity to its customers through commodity quality, characteristics, and follow-up platform (Wheelen & Hunger, 2015). Consequently, companies employing differentiation strategies may justify higher prices for their products or services by emphasizing factors such as unique features, distribution methods, service quality, or delivery channels (Teeratansirikool et al., 2013). Depending on fashion, brand, or image, this value may be evident or apparent. The differentiation strategy specifically targets discerning or well-informed customers who place importance on the distinctiveness or quality of a product and have the willingness to pay premium prices (Barney & Hesterly, 2013).

Many academic papers have explored the relation amongst strategy and results (Pehrsson, 2016; Teeratansirikool, 2013). The progress in strategy research has resulted in the adoption of clearer conceptions of causation in empirical studies, which enable a more precise understanding of how strategy influences performance. Extensive research has consistently demonstrated that institutions employing differentiation strategy normally outperform their competitors. Differentiation strategy, as previously detailed in earlier literature, is recognized as a competitive strategy with the ability Of enhancing a corporation's operational effectiveness. Hunger and Wheelen (2015) explored the concept of gaining a strong competitive edge through the adoption of a suitable generic strategy, as discussed in their research. In a more recent study conducted by Ali and Anwar in 2021, it was emphasized that the differentiation approach holds great significance and is crucial for achieving success. However, Cox et al. (2019) argue that the success of a corporation is heavily influenced by its surrounding environment. Conversely, Barney and Hesterly's research in 2013 discovered limited evidence to support the notion that monitoring a company's strategic priorities significantly impacts its performance (Pearce & Robinson, 2016).

An analysis by Barney and Hesterly (2013) drawn to determine the marketing plans implemented by 5-star hotels based in Nairobi, was undertaken taking into account seven 5-star hotels based in Nairobi, that had received the 5-star rating in 2003 from the tourism ministry. Deductions from the analysis showed institutions implementing varies marketing plans like personal contact, leadership and thorough staff training positioning plans. Positioning plans with regards to customer service quality, tangible attraction, variety of commodity availability, desirable commodity characteristics, IT, security structures were noted to have been largely implemented across 5-star hotels. The plans enabled them to remain at top of the competition with rivals.

Mwanzia (2015) analysis investigated the impact of differentiation strategies on the market shares of Kenyan tea exporting firms. The study targeted the population of seventy-two (72) active Kenyan tea export companies. Employing a descriptive cross-sectional survey design, the researcher distributed questionnaires that were semi-structured in the collection of primary data by drop-and-pick and emailing. A 86.1% response rate was attained. Also, there was the collection of secondary data from publications o market share figures for tea export companies between 2010 and 2014. Presentation of the findings was done using tables and graphs. The study revealed that adoption of differentiation strategies varied between 66% and 77%, with the maximum adoption seen in value-added commodities and the lowest in pricing. Among the various value-added techniques, quality was found to be the most commonly employed, and certification had the least utilization. The impact of differentiation measures on market share for businesses was only slightly affected, with a marginal change of 11.6%.

In order to increase customer visits to these establishments, it is crucial to prioritize the establishment of a friendly atmosphere. By incorporating appealing visual and auditory elements, customers are more likely to be tempted to prolong their stay and engage in additional purchases. It is essential for these stores to provide adequate space for proper ventilation and lighting. A study by Owaga (2021) focused on the competitive approaches implemented by commercial banks in Kenya. The research revealed that Kenyan banks employ diverse strategies to maintain their competitiveness, including the expansion into new regions through the establishment of new branches.

A review by Muli (2018) looking at differentiation strategy effect towards the outcomes of certain car hire businesses within Nairobi County, indicated the differentiation strategy being numerically insignificant by a P figure greater than 0.05 based on the Chi-square and ANOVA, thus agreeing with the null hypothesis stating that" differentiation strategy posed zero impact towards results of car renting business within Nairobi. A correlation analysis showed the existence of a negative association among the measures for results enhancement and the differentiation strategy with an r value of 0.05. The correlation analysis additionally gave an indication of a positive association amongst the level of results with the differentiation strategy, with an r value 0.096.

The environmental needs and demands are ever evolving, management entails adjusting company's business model according to the demand and needs of the environment. When competition increases it threatens Industry's attractiveness as well as reducing the profitability of the industry in the long run. The environmental demands exert pressure on the institutions to establish competitive plans that are proactive enough in responding to the competitive environment (Murimi & Wadongo, 2021).

Competitive pressure that is on the rise dictates that companies have to engage competitive strategies that will ensure peak performance as a result of competitive advantage. In this regard companies need to continually differentiate their products and services through innovation. Innovation of products and services is an integral source of improving performance. In addition, it is an indicator of analyzing performance of hotels (Jones & Linderman, 2014).

Additionally, based on positions by Saif (2015) an institution possess a market edge any time it has an advantage over its business competitors and also secured from competing pressures. A position is further advanced on the existence of numerous ways to realize market edge, although the fundamental one is to offer the client the best commodity at a reduced cost, an enhanced commodity worth every penny, an increased offer representing a desirable feature of cost, standard, among other characteristics clients desire. It is competitive plans that enable an institution to realize self-market edge over rivals.

The manner an institution channels its product to the markets is impacted by competitiveness. Basing on the resource-based view plan; strategy involves the exploitation of key abilities of an institution in relation to its utilities and capabilities to secure market edge and eventually lead to better results and discovery of new grounds (Amorós et al., 2019). According to Varmah (2012) to attain any meaningful market edge over rivals, organizations ought to undertake key determinations on the form of market edge they plan to achieve as well as the demands of meeting it.

From the development of businesses, it is obvious that investments continuously grow. Growth is profiled by Nuru (2015), as the activity around the improvement of certain interventions of investment productivity. Normally, business growth is realized by enhancing performance or profit margins of an investment through the minimization of costs in an institution. Key determinations undertaken by the ownership or the management ought to seamlessly integrate with the setout plan, framework and activities inspiring positive results. In order to realize business growth, there must be organic growth that is indicated by the expansion of business outlets or commodities; or alternatively non-organic growth that is indicated by mergers and business acquisitions. Still obstacles to business growth still exist. The absence of prerequisites for growth translates to the numerous plans a firm adopts leads to failure. Within businesses, there exists elements determining the competitive ability businesses ought to have knowledge of for purposes of securing their position in an economy.

An analysis undertook by Nuru (2015) intended to ascertain differentiation strategy effect towards the results of water packaging firms in Mombasa, Kenya, with the qualitative data being analyzed by content analysis. Presentation of findings was through statistical graphs, tables and percentages. Deductions from findings pointed to the presence of a positive link amongst differentiation strategy and results. Differentiation strategy on an item has a greater contribution on the results of these firms compared to the differentiation strategy on a service.

According to the approach by Chowdhury and Audretsch (2021) institutional results are portrayed as per objective realization supported by the goal setting principle. The institutional result is an indicator of four aspects; internal activities, monetary aspect, client view and creativity (Amorós et al., 2019). The monetary aspect in improving results is driven by; profitability, leverage, capital, leverage, profit margin, asset turnover and cash flow. To them, well performing institutions are those showing ability to realize increased revenues measured against rivals in the sector. Duran and Akci, (2015) asserts that although efficiency is a key tested motivator of results, there has been failure by it to indicate an institution's effectiveness to key goals. Other approaches used to indicate institutional results include; both qualitative and quantitative techniques, where the former deals with futuristic aspect and the former represents historical aspects.

The emergence of balanced scorecard (a standardized indication of results) according to Chowdhury and Audretsch, (2021) is due the scenario of combining key plans with results indication. It is also the first platform that has the ability and has been utilized to indicate non-monetary gains. The transformation of strategies into executable items is what makes up strategic management performance drivers.

Strategic drivers of performance integrate strategic, monetary and operating aspects in leadership of tourism sector ought to implement feedback analysis in conforming to changes to ensure longevity.

Abdul-Hamid (2019) conducted a research study that examined the relationship between sustainability market orientation and financial performance of Ghana's star-rated hotels. It utilized a positivist research approach and collected data from 225 hotels across the nation that had been awarded star ratings. The findings of the study, which utilized panel least-squares for analysis, indicated a positive and significant correlation between sustainability market orientation and hotel performance in Ghana's hospitality sector. It revealed that the effect of market orientation on hotel performance was not reduced by sustainable technology. Furthermore, the study concluded that the hotels' ability to compete effectively was critical to their success (Obiageli, 2021).

A qualitative analysis conducted by Odhiambo (2018) exploring differentiation strategy and had findings captured in statistical graphs, tables and percentages had the results showing the presence of a positive connection amongst differentiation strategy and outcomes.

An analysis by Atikiya (2015) examining the impact differentiation strategy towards institutional results of manufacturing companies in Kenya covered twelve major manufacturing firms based in Nairobi and neighboring regions. It employed an explanatory and descriptive study model. In indicating positive correlation among the input and the output variable, Pearson’s correlation was preferred; while in testing the association among the constructs, used regression analysis was preferred. The findings were consistent with other analyses on the presence of a positive association amongst differentiation strategy and outcomes. A major deduction from the study was that manufacturing companies eyeing to improve on their results and securing competitive market edge ought to include differentiation strategy in their plans.

2.3.3 Cost Leadership Strategy and Organization Performance

As per Dutse and Aliyu (2018) cost leadership refers to a strategy employed by a company to position itself as the most affordable provider or manufacturer of a particular commodity or product within a competitive market. Executing such a plan can be challenging as management must consistently seek opportunities to reduce expenses while remaining competitive. Alonso-Almeida et al. (2015) explain that cost management serves as a marketing tactic that proves highly effective in gaining market share and capturing customer interest, but its implementation can be demanding. The company's monitoring team continually endeavors to reduce costs across not only individual products but the entire range of offerings. According to Chen and Liu (2019) price leadership does not translate to an institution manufacturing low-quality goods at cheap prices, as such a strategy would inevitably lead to failure. Instead, to implement this approach, a company needs to offer products of acceptable quality targeted at a specific customer segment while maintaining lower or affordable prices compared to competitors producing similar products.

According to Blanchard (2018) there are common attributes among cost leaders, but it can be difficult to maintain profitability while offering low prices. Cost leaders focus on maximizing efficiency across various aspects of their value chain, such as sales, customer service, manufacturing, and production. They typically allocate fewer resources towards advertising, market research, and research & development in order to achieve success. Yuta and Karugu (2019) further argue that a cost leadership strategy provides competitive advantages against potential new competitors. The presence of companies that offer products or services at lower costs compared to others in the market tends to discourage new businesses from entering the industry. This is because these new entrants would struggle to compete with or match the prices offered by the cost leaders, making it challenging for them to attract customers.

By implementing a cost management strategy, you can gain a competitive advantage by minimizing expenses to the greatest extent possible. Factors such as business efficiency, company size, product range, market reach, and collective experience play a crucial role in cost management (Kiprotich et al., 2018). To effectively manage pricing, advanced technology is utilized, allowing for control over production volume, determining the scope, and considering various economic factors, all while ensuring the production of high-quality goods (Chen & Liu, 2019). In recent times, an increasing number of companies have adopted a strategic blend of techniques for market management. According to Desyllas (2018) the cost leadership approach proves successful in specific situations. The utilization of a cost management strategy is primarily suitable in three scenarios. Firstly, it is applicable in situations where intense price competition exists among rival suppliers. Secondly, it is effective when dealing with readily accessible or standardized products offered by other businesses in the same industry. Lastly, this strategy is beneficial when a company possesses multiple means to distinguish its products, ensuring that customers are aware of the variations in prices.

The objective is to achieve a competitive edge by reducing expenses in research and development, marketing, sales, and service activities (Lu & Huang, 2019). The cost leadership strategy entails selling goods and services at a lower price than competitors by leveraging cost advantages in production and design (Bounds, et al., 2018). Kitoto (2016) suggests that businesses can gain a competitive advantage by efficiently lowering costs in human resources and utilizing inexpensive raw materials, while producing and distributing in large quantities. Cost leadership is particularly advantageous in price-sensitive markets, as it allows organizations to minimize expenses throughout the entire value chain (Ruto, 2018).

The primary goal is to enhance affordability in all actions. This approach expands the gap between costs and market prices, providing organizations with a competitive advantage by generating higher profits and revenue. According to Paauwe and Boon (2018), the strategic rationale behind cost leadership emphasizes the need for an organization to be the most economical among competitors striving to fulfill the same customer demands. Unfortunately, many organizations have made strategic errors by overlooking this principle. When multiple cost leaders compete for the same position, intense rivalry ensues as each market share point holds significant value.

An analysis conducted by Chepchirchir et al. (2018) analyzing the manner logistics companies domiciled at Jomo Kenyatta International Airport, Nairobi utilize cost leadership strategy in improving results. Focus was therefore on the level cost leadership plans lead to improved results. The target population comprised of 151 participants, with a sample size made up of 110 senior departmental leaders. Primary data collected was from ten logistics companies that had their websites active. Identification of participants for participation was through simple random sampling approach. Data analysis was through inferential and descriptive statistics. The key deduction was cost leadership having a major positive impact towards results.

Dutse and Aliyu (2018) carried out a study to look at the manner general competitive plans impact institutional success in Albania. The objective was to identify factors that differentiate successful businesses from others. It aimed to evaluate the relevance of Porter's general business plans in the construction sector. The research revealed cost leadership and differentiation, two of Porter's generic tactics, are linked to institutional results. It came to a conclusion that the management ought to develop robust competitive plans to enhance their competitiveness.

Davis and DeWitt (2021) explored the impact of competitive plans and institutional structure on logistics firms' results. They investigated the manner institutional structure controls the relationship amongst competitive plans and success. The study compared the performance of logistics firms with the interaction between organizational structure and competitive strategies. The results showed that the success of logistics firms is greatly impacted by access to competitive human resources. Moreover, organizational structure affects performance.

Yan (2010) investigated the relationship between an institution's competitive plan and its success in China. It elaborated that market orientation possesses a number of effects towards competitive plan and business success. Based on the structural equation analysis, the revelation was that the controlling effect of competitive plan was greatly dominant in innovation strategy, which is crucial in generating greater value for the company.

Duran and Akci (2015) covered the effect by supply chain and competitive plans on the business outcomes of Borsa Istanbul's manufacturing companies in the face of environmental uncertainty. The research employed a simple random sampling technique in the selection of 174 companies listed on Borsa Istanbul. Data was collected through questionnaires administered via phone and email. The determination based on the analysis was that competitive strategies positively and significantly impacted supply chain strategies. In high-uncertainty situations, cost leadership and lean supply chain strategies possessed a major impact towards performance, whereas differentiation strategy and agile supply chain strategies possessed major effect in low-uncertainty situations. Based on the research findings, businesses should base their strategy decisions on environmental unpredictability.

Gituku and Kagiri (2015) explored the influence of competing strategies towards institutional success of medium-level institutions in Thika town. The research aimed to address the following questions: What is the effect of pricing plans towards the institutional outcomes of medium-level colleges? How does market focus influence the performance of medium-level college institutions? How do partnerships between medium-level college institutions and other institutions impact their performance? What is the influence of technology on the success of these medium-level college institutions? The analysis adopted a descriptive research design, and the participants were selected through a basic random sampling procedure with stratified selections.

The study included a sample size of 200 middle-level leadership and 92 senior leadership from 36 colleges located evenly across Thika. Collection of data For analysis was by using questionnaires as well as interviewing schedules. The researcher received a total of 258 completed questionnaires from the participants. To enable addressing the research objectives, field data was cleaned, organized, and coded using the Statistical Package for Social Sciences (SPSS). Analysis of qualitative data was by content analysis, and quantitative data by the use of descriptive statistics. In determining the link amongst competitive plans and the success of middle-level college institutions, multiple regression analysis was adopted. The revelation based on the findings was that market focus strategies accounted for 56.3% of institutional success, pricing strategies for 46.6%, collaborations for 26.7%, and technology adoption for 32.8% of college performance. Additionally, the study found a strong correlation amongst marketing focus, price plans, alliances, and innovativeness, and the success of middle-level college institutions in the Sub County.

Atikiya (2015) undertook an analysis to determine the effect of cost leadership strategy on the performance of Kenyan manufacturing firms. The study surveyed 131 businesses from 12 industrial subsectors located in Nairobi and its surroundings, using a questionnaire and interviews. The research design used was both descriptive and explanatory, and two analytical techniques, regression analysis and Pearson's correlation, were employed in the analysis of data. The validity of the model was assessed using F statistics, and the goodness of fit of the model was assessed using R squared. The findings indicated that cost leadership strategy has a significant impact on the performance of manufacturing enterprises. The study concludes that managers of manufacturing organizations should adopt a cost leadership strategy to improve their performance and competitiveness.

Xhavit (2020) argued that implementing a differentiation strategy can lead to organizational success and the ability to generate, capture, and maintain economic value. Despite its importance, previous conceptual and empirical research has overlooked the differentiation strategy. This study aimed to develop a model and tools for differentiation strategy and test the relationships between value chain dimensions, supply differentiation, marketing edge, and institutional success utilizing data obtained from 123 manufacturing companies. There was the adoption of quantitative methods in measuring the postulated correlations, and questionnaires were employed as the primary data collection tool. The study used structural equation modeling to test the postulated relationships in the framework. The results revealed that adopting a differentiation approach can enhance organizational performance and provide a competitive advantage. The study also emphasized the importance of strategic planning flexibility and the integration of internal and external elements in the development of differentiation strategies for the success of manufacturing organizations. By contributing to the strategic literature through the development of an effective differentiation model and providing guidance to practitioners in developing their skills and knowledge for differentiation strategy, this study adds value to the field (Ali & Anwar, 2021).

In 2013, Kamau conducted a study on the sales performance of supermarkets in Nakuru's central business district, Kenya, in relation to the implementation of a differentiation strategy. The main objective was to investigate how product differentiation affects sales performance in supermarkets. The null hypothesis was that no major relationship amongst retail supermarkets' adoption of differentiation strategy and their ability to generate sales. The research employed non-experimental survey methodology with purposive and simple random sampling to determine the sample size of respondents. The results showed that both physical and product differentiation have a significant influence on the annual sales performance of supermarkets. The study suggested that to compete effectively in the expanding market, supermarkets should focus on enhancing their physical differentiation and product qualities.

On the other hand, Shafiwu and Mohammed (2013) conducted research to examine the effect by commodity differentiation towards profitability of Ghana's oil sector, specifically looking at the relationship between differentiation, profitability, and consumer preference for Effimax products. The study used correlation research method and targeted 14 private institutions and 15 state institutions in the oil marketing sector. The cluster sampling technique was employed to narrow the population down to a single company. The conclusion of the study was that even though the oil sector may not be perceived to have distinct products compared to other industries, this does not mean that differentiation as a strategy is not profitable or suitable for the sector. The decline in adoption may be attributed to other factors. Shafiwu and Mohammed (2013) suggested that increasing awareness of the products could help.

Atikiya (2015) conducted a study on Kenyan manufacturing firms to determine how different strategies affected their performance. The study used both quantitative and qualitative methods, and a survey research design was adopted. A sample of 189 companies was selected for in-depth analysis using Kothari (2011)'s sample size calculation formula. It adopted a questionnaire in gathering information, and the performance of manufacturing firms was examined by Pearson product moment of correlation. A linear multiple regression analysis was used to determine how much cost leadership, differentiation, and focus strategies (independent components), described performance variation (dependent component.

Atikiya (2015) found that providing a wide variety of products, establishing a strong brand reputation within the industry, and introducing innovative products all had a positive influence towards the success of manufacturing firms. The researcher suggests that companies that implement differentiation strategies should find ways of making uniqueness more cost-friendly to make it a prominent practice in the industry. Atikiya study focused on cost leadership, focus strategies, and differentiation strategy as the fundamental principles. The author treated differentiation strategy as a variable, and based their conclusion on product differentiation without distinguishing between differentiation strategies for products and services.

Nolega et al. (2015) conducted a descriptive study on the Kenya Seed Company to examine the effect product differentiation towards institutional results. The study used a descriptive research design, and employees and consumers of the Kenya Seed Company were chosen randomly, while 140 agents were selected through purposeful sampling. The results showed how descriptive analysis could demonstrate the manner product differentiation affects market dominance. Based on the study's recommendations, the Kenya Seed Company should expand its seed selection to better suit local soil and climate conditions.

A study by Dirisu et al. (2013) examined the use of product differentiation as a means of gaining market edge and enhancing institutional performance, specifically within Unilever Nigeria. It focused on the impact of product diversification on the company's performance in the manufacturing industry. Survey research was chosen as the methodology due to the characteristics of the respondents, with questionnaires distributed to a selected sample that included all clients and consumers of Unilever

Nigeria's products. The study found a strong correlation amongst product differentiation and increased sales, leading to the recommendation that senior leadership should invest more resources into product differentiation to secure significant market edge over industry rivals and ensure long-term business survival.

In line with the findings of Lu and Huang (2019) pricing leadership involves providing customers with customized, large-scale products at highly competitive prices. It's important to note that a company's costliness for its owner does not necessarily translate into expensive products for consumers. Essentially, the company adopts an average pricing approach, leveraging cost-effective management techniques and reinvesting additional profits back into the business. To gain a tangible competitive advantage, most businesses rely on Porter's general strategies to define their direction and clarify their strategic goals.

In 2013, Hamilton and Chernev undertook an analysis titled "Low prices are just the beginning: Price image in retail management," which revealed that price image plays a significant role in shaping customer behavior and values. The study highlighted that customers' perception of a store's price image influences their perception of its pricing level and the fairness of its prices. Furthermore, the study found that these perceptions affect customers' store preferences, the amount of items they purchase during each visit, and their decision to either make an immediate purchase or postpone it to compare prices and deals at other stores. Similar to other elements of customer perception that can affect how fees are perceived, price image can also impact store strategies and influence decisions regarding investments in price promotions. The entry of new competitors, especially online retailers and discount stores, can pose a significant challenge as it is challenging to alter a negative price image once established.

A study by Marangu et al. (2017) examined Cost Leadership Strategy Impact towards Institutions' Competitiveness within sugar milling companies in Kenya. A key intention of the review was examining the effect cost leadership strategy has towards institutions' competitiveness. Theories like; resource based, generic framework and anchored the study. In meeting the research intention, the investigators had to determine the connection among varied variables linked with the variables with regard to milling companies, thus descriptive cross-sectional study model being utilized. From the findings, there was a revelation of an existing statistically major impact towards institution competitiveness. The analysis thus proposed sugar milling companies' leadership increase interventions to utilize cost plans so as to secure an institution's market advantage.

In their 2020 research, Asadi et al. explored the impact of green innovation on sustainability performance within the hotel industry in Malaysia. The study adopted a quantitative approach and collected data from 183 hotels located throughout the nation. The researchers used a partial least squares model to analyze the data and found that incorporating green innovation practices led to improvements in both the environmental and financial performance of the hotels. The report emphasized the importance of implementing green practices and innovations to promote sustainability, which is crucial for maintaining the hotels' performance. However, the study did not investigate other innovative strategies and their effects on hotel performance, focusing solely on green advancements. The current investigation takes this limitation into account.

Odhiambo (2015) research on the impact of the marketing mix on performance in Kenya's footwear business found that retail stores used a pricing strategy comprising of premium pricing, price promotions, and discounts to expand their market reach and increase sales. It revealed that the marketing mix had a significant and positive impact on the success of the retailers. While the study was based on Kenya's retail sector, the current research focuses on the country's hotel industry.

Chege (2016) study found that small and medium-sized enterprises (SMEs) in Kenya could enhance their effectiveness and performance by adopting a differentiation strategy that provides customers with high-quality goods, unique pricing, packaging, and customized service. These features not only improved product quality but also enhanced consumer happiness, strengthened brand loyalty, reduced the threat of alternatives, and safeguarded SMEs from competitors. The study explored the manner differentiation strategy impacts customers in SMEs, rather than examining the impact on company performance.

Ngari and Bichanga (2017) study of Kenya's local banking sector, found that financial institutions that embrace the differentiation strategy significantly improve customer satisfaction. To provide highly differentiated products and services for particular customer needs, other commercial banks must create market teams to handle various market niches and foster innovation.

Ngari and Bichanga (2017) conducted research on the local banking sector in Kenya and discovered that financial institutions in the country had adopted the differentiation strategy, resulting in a substantial improvement in customer satisfaction. To ensure that they provide greatly differentiated commodities for specific client needs, commercial banks must establish market teams to handle various market niches and encourage innovation. However, the study only examined the impact of differentiation techniques and did not explore how competing strategies influenced the performance of Kenya's star-rated hotels.

A summary by Mohamed et al., (2019) detailing the impact of cost leadership strategy towards the results of small scale miners in Taita Taveta, Kenya, intended to determine the impact of cost leadership strategy as a plan towards the results of upcoming mining firms in Taita Taveta. In anchoring the review, Porter ‘s Generic Strategies was employed. A descriptive survey study model that targeted 502 miners based in 22 formal unions and 13 mining firms was used, 222 participants were selected for sampling using simple random technique. Questionnaires were in collecting primary data, and later the use of application of descriptive statistics in analysis. Deductions as per the analysis showed utilization of cost leadership strategies resulted to lowered operations cost, turnover and success of the firms. There was a proposal that firms must aim for competitive cost per unit of input technique that is easily achievable compared to reduction on costs.

2.3.4 Focus Strategy and Organization Performance

An institution’s results do not only relate to the revenue from sales, but goes further to include how alterations in sales revenue translate to adjustments in market conditions (Cecily & Cooper, 2017). Indication of results of an institution compared to business rivals is indicated by the share of the economy the institution has shown capability to own. Revenue from sales is controlled by the value aspect and even as the institution’s sales numbers is easily accessible, the entire market revenues show increased difficulty to identify. Most organizations prefer to improve sales revenue compared to their business rivals. Robbins, et. al., (2019) additionally adds that an institution may decide to improve its market control in order to take advantage of economies of scale. Operations in increased capacity are critical towards establishing any edge on the cost advantage.

Akintokunbo (2018) undertook a study in Nigeria to examine the connection market focus strategy has towards institutional outcomes of TELCOs in Port Harcourt. The model of the study was that it utilized a cross sectional template comprising of the leadership workforce of four TELCOs in Port Harcourt. The population size was 134, with a sampling size of 100 that was reached at through the use of Yamane formula. After data entry, analysis and presentation, it was deduced that market focus strategy positively and in major way impact institution competiveness. There was a proposal from the review that institutions willing implement market focus plans ought to have their attention towards a smaller market and work towards realizing differentiation in that market.

Xuhua et al. (2018) investigated the use of entrepreneurial innovation tactics to fuel the growth of small hotels in Ghana. The study population was made up of 2,915 small-scale hotels, and random sampling was used to collect the data. The study employed regression and correlation analysis approaches. According to the research, the implementation of innovative business tactics improved the productivity and expansion of the hotels. The report suggests that promoting the growth of the hotel industry may depend on the integration of service, process, management, and marketing innovations. Moreover, incorporating innovative ideas into the strategic plans of hotels will have a direct impact on guest traffic and business expansion. However, the study did not take into account the Balanced Scorecard viewpoints while examining the performance of star-rated hotels.

Wawira (2016) conducted a study on the effectiveness of marketing strategies for large hotels in Nairobi County. The population for this descriptive research included 30 four- and five-star hotels across the county. The study found that while specialty marketing, product development, and promotional techniques were used, penetration pricing emerged as the most popular marketing strategy. The study revealed that the hotels' performance was positively influenced by their product development strategy, market expansion, and penetration. However, the study indicated that pricing policies did not significantly predict hotel performance. The study broadened the previous research's narrow focus on marketing methods to include novel and differentiating tactics employed by star-rated hotels.

An analysis conducted by Munyoki and K'Obonyo (2015) seeking to establish the contribution of institutional independence and strategic placement in the association among competitive plans and the results of state parastatals in Kenya. The positivist philosophy anchored the research. Questionnaires were adopted in collecting data from the managing director of the state parastatals. Findings from data analysis showed a moderate value for market focus, a translation that market focus according to the participants was not sufficient the state parastatals. State parastatals emphasizing on efficiency recorded top mean score values, with institutions focusing on time management following closely. Conclusions from the analysis were that, competitive plans significantly impacted results.

Kamau (2013) conducted research on the impact of product differentiation on sales performance in supermarkets located in the central business area of Nakuru, Kenya. The study employed both purposive sampling and simple random sampling techniques to determine the sample size of respondents for its non-experimental survey approach. The study collected data through questionnaires and interview schedules and analyzed it using descriptive and inferential statistics. The findings of the study revealed that physical and product differentiation has a significant influence on enhancing the annual sales performance of supermarkets, whereas service differentiation demonstrated a poor association. The study suggested that supermarkets should focus on physical differentiating methods and product qualities to compete effectively in the expanding market. Although the study had gaps in the background due to its concentration on supermarkets rather than the telecommunications sector, it provided valuable insights into product differentiation's impact on sales performance. The current study differs from Kamau's research in that it will employ a descriptive research design instead of an experimental research strategy, which creates a methodological gap between the two studies. A differentiation approach can often result in a reduced emphasis on price, but not always, as per the literature. However, the current study examines other constructs in addition to product differentiation, which was the only construct examined in the previous study, leading to a gap in the literature.

Business is a high-stakes game, where the success and survival of an organization depend on well-crafted plans and actions to tackle present and future challenges and adapt to changing circumstances. A poorly executed or miscalculated strategic decision could result in massive financial losses, jeopardize thousands of jobs, or even lead to the collapse of an entire company. To formulate a successful strategy, managers must involve all members of the organization and view it as a unified entity rather than a collection of independent business units. A strategy is a comprehensive plan that enables a company to thrive (Ali & Anwar, 2021).

Onditi (2018) conducted a study on the impact of generic banking strategies on performance. The analysis identified five clusters of banks based on their strategies: general differentiation, focus, stuck in the middle, cost leadership, and customer service differentiation. The study found that enterprises using a clear strategy outperformed those that were stuck in the middle in terms of return on assets. Cost leadership followers performed significantly better than those caught in the middle.

However, other strategy adherents did not show a significant difference in performance compared to the stuck in the middle group.

Chelanga et al., (2017) undertook an analysis examining the manner performance of SMEs in Nairobi County, Kenya was affected by differentiation and focus strategies. It adopted an explanatory research design and involved a target population of 7384 SMEs, from which a sample of 95 SMEs was selected by systematic random sampling. Data collection was by employing collected through structured questionnaires, and analysis done using descriptive and inferential statistics. The study revealed a major link amongst differentiation strategy, market focus strategy, and financial success. The findings indicated that the use of differentiation strategy and market focus strategy had a significant and positive impact on the financial performance of SMEs. The study proposed that management consider implementing strategic management to fulfill the objectives of SMEs while prioritizing development and profitability.

2.4 Conceptual Framework

According to Creswell (2012) in a research a conceptual framework is the representation used to show the existing connection among a study's dependent variables and the independent variable. This representation is done by diagrams are in a graphical form.

2.5 Summary of Literature and Research Gaps

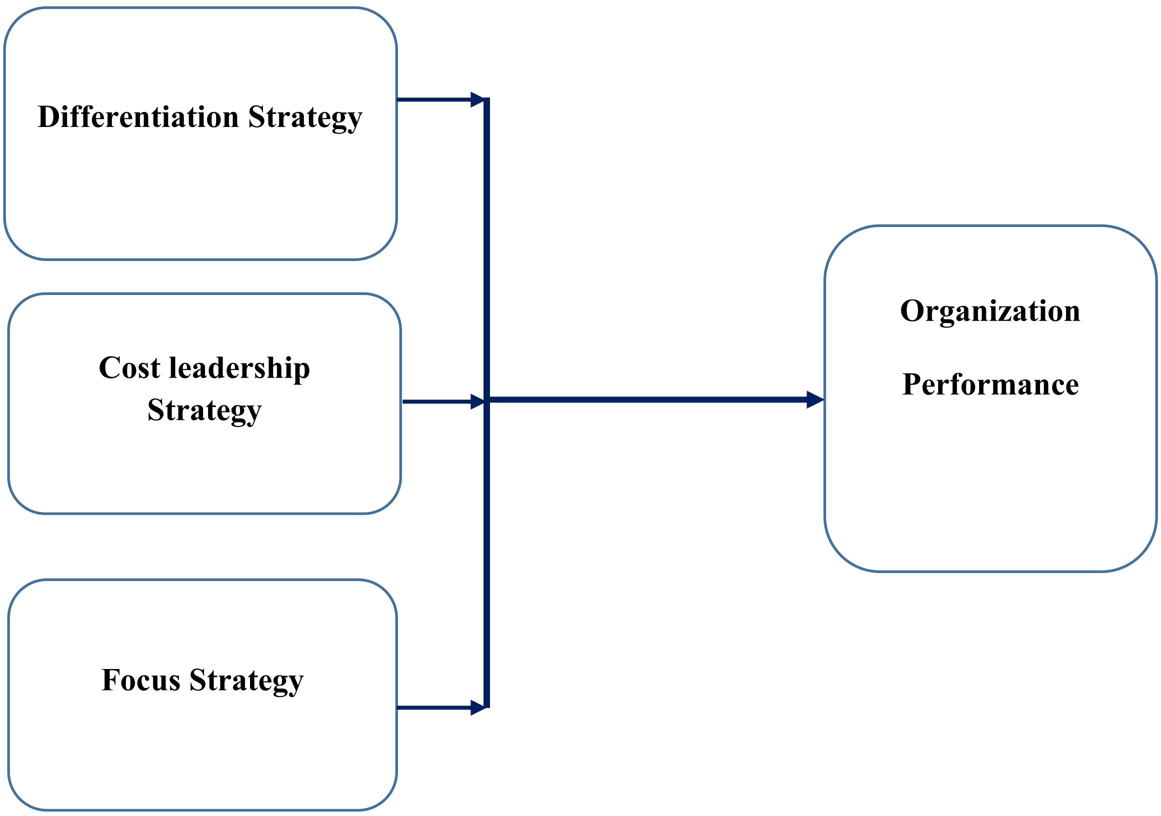
The review of literature reveals that numerous research studies have been conducted on the correlation between competitive strategies and the performance of luxury hotels, particularly in countries other than Kenya. However, it is important to note that several investigations have been conducted in this area across various nations. This study seeks to assess the relationship between competitive strategies and the performance of four and five star hotels in Kenya, within its specific context.

One recent study conducted in Kenya by Onditi (2018) focused on the impact of generic banking approaches on performance. Additionally, according to Islami, et. al., (2020) differentiation is one of Porter's key business strategies whereby a company concentrates on providing a unique product or service. Asadi, et. al., (2020) found no association between competitive strategies and the performance of four and five star hotels in Kenya. Instead, their study examined the impact of green innovation on sustainability in the hotel industry of Malaysia.

In light of this, it is evident that managers and policymakers seeking to comprehend the impact of competitive strategies on the performance of luxury hotels in Kenya are interested in exploring the connection between these two variables. This study endeavors to bridge this gap in knowledge in this context.

Figure 2. 2

Conceptual Framework



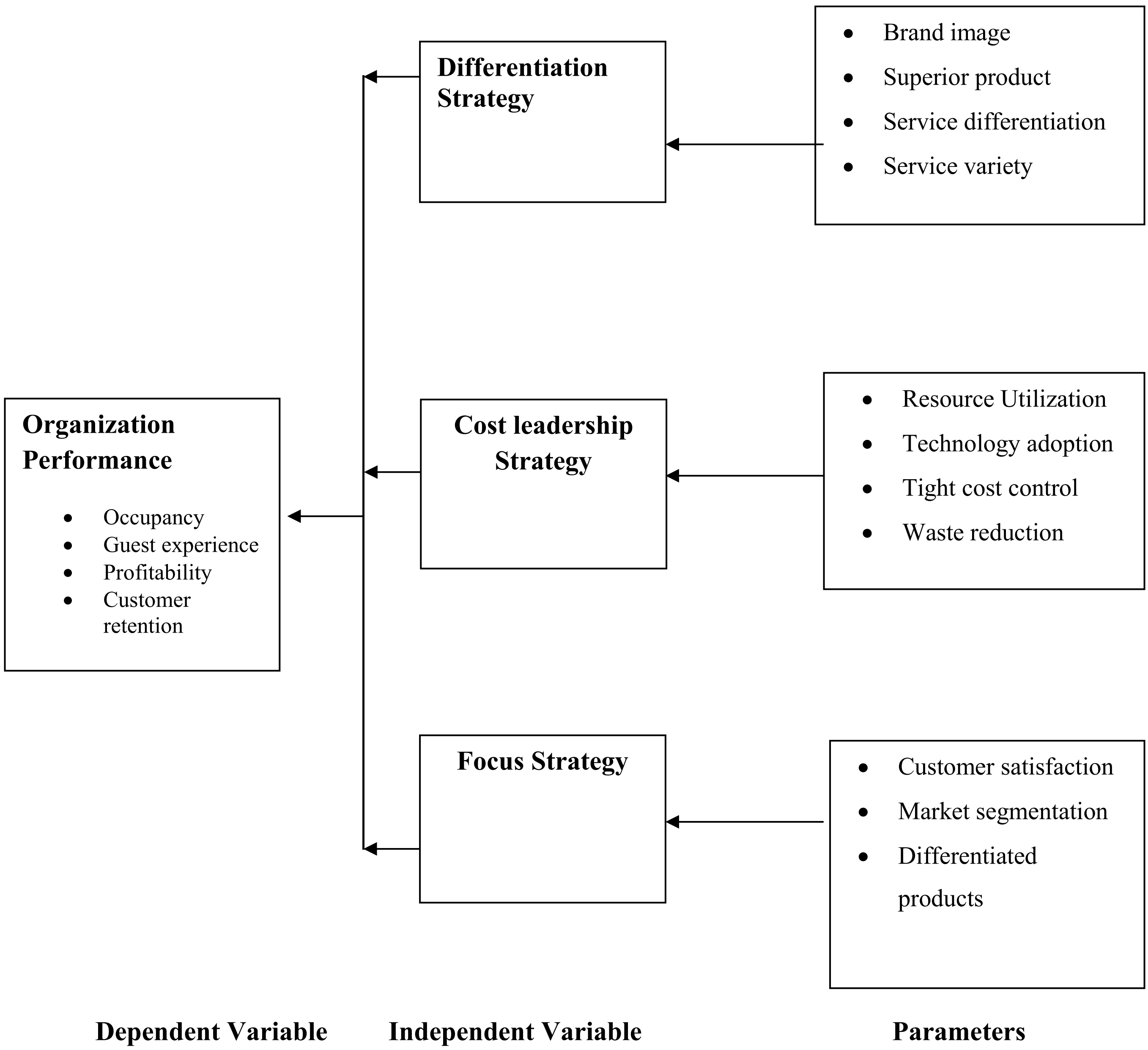
Independent variables **Dependent variable**

Source: Author (2022)

2.5 Operational Framework

Figure 2. 3

Operational Framework



Source: Author (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

Presentation here focuses around the study model used, the techniques utilized during the collection of data and the subsequent analysis of the collected data. The targeted group, sampling approaches used, the sample unit are presented in this section. There is also the presentation of the study's reliability and validity evaluation of the questionnaire for purposes of determining consistency in the outcomes.

3.2. Research Design

Any research design will form the plan a researcher intends to use in conducting a study (Kothari, 2012). It details the processes of carrying out a research. Descriptive survey refers to an approach of gathering data through interview processes or administration of questionnaires to a population (Creswell, 2012). Descriptive survey was utilized in this study to examine features impacting positive adoption of strategies. Best and Kahn (2012) observe that descriptive survey is an appropriate design for assessing management matters for it utilizes quantitative and qualitative data to determine, evaluate and translate situations present with regards to established levels. A descriptive model enables the investigator to create descriptive and numerical data useful in indicating the association among variables and their effect on institutional results.

3.3. Target Population

Maxwell (2012) argues that a target population is the group the investigator intends to associate with the findings of the study. The study's population is 4 & 5- star hotels within Nairobi County. A census survey was used in the study.

3.4. Data Collection Instruments and Procedures

The study utilized questionnaire in collection primary data. Questionnaires are effective as they enable acquisition of huge amounts of information (Kothari, 2012). The questionnaires delivery to participants was on a drop and pick later format. There was however flexibility by the researcher in undertaking immediate filling in of the questionnaires.

3.5. Validity and Reliability of Instruments

In order for an investigator to meet validity and reliability conditions, pre-testing or piloting tests have to be conducted to ensure the questionnaire collects useful information as per the expectations (Heale, & Twycross, 2015). Towards testing for internal consistency, Cronbach's Alpha was the preferred approach.

3.6. Data Analysis

After collection of data, there was standardization done by varied control indicators like monitoring for completion and inconsistencies as data entry awaits. There was then the questionnaires' coding, with the assignment of specific numbers as data entry awaits. After the entry of the numbers, there was a check for ant inconsistency in the collected data. The investigator checked the data for the identification of inconsistencies and completion. This was then followed by data analysis using SPSS (Statistical package for social scientist) version 23. Inferential statistics (correlation and regression) and descriptive statistics (mean, frequencies and standard deviation) was done and data presentation was done using of frequency tables as the next phase. Below is the formula used for Multi regression analysis.

$$\boldsymbol{Y = C + \beta X_1 + \beta X_2 + \beta X_3 + \varepsilon}$$

Where;

$$\boldsymbol{Y = C + \beta X_1 + \beta X_2 + \beta X_3 + \varepsilon}$$

Y= Organisation Performance

C =is a constant term

X_1 = Differentiation Strategy

X_2 = Cost leadership Strategy

X_3 = Focus Strategy

ε =is the error term

3.7. Research Ethics

In research the purpose of this is to ensure a study is undertaken within the moral lines, making sure the rights and wellbeing of the respondents are well considered. There should be a courteous treatment of participants in a study (Dooly, et al., 2017). No pressure was on the investigator to undertake manipulations on the findings, thus striving to present the real findings.

All the positive and negative conduct form research ethics (Resnick, 2012). For this research, the staff working in the identified 5-star formed the respondent's group, with the identity and sex being hidden. Finally, there was the issuance of study permit from KEMU and NACOSTI that was sought by the investigator. There was no bribery attempt by the investigating in influencing the respondents to engage in the study.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

Attention in this chapter will be on data presentation and analysis of the collected data and its findings from the research. The main objective of the study was to establish the association amongst competitive strategies and organization performance among four and five star hotels in Nairobi County. To simply the presentation, the study used tables to summarize the respondent's responses.

4.2. Response Rate

The study population of this study was 30, four and five star hotels in Nairobi County, Kenya. The target population of the study composed of the general managers and assistant general managers of 5 & 4- star hotels within Nairobi County. All 60 questionnaires administered were filled and returned giving a response rate of 100%.

4.3 Reliability Analysis

To evaluate internal consistency and determine if the instruments within a scale represent consistent construct validity, the reliability was measured using Cronbach's Alpha. Kothari (2012) suggests that an ideal Alpha score should be 0.7. Based on the results presented in Table 4.1, it is evident that the dependability of all five scales was excellent as their scores exceeded the desired threshold of 0.7. Thus, can be inferred that the instrument can be deemed trustworthy.

Table 4.1

Reliability Analysis

Determinant	No of items	Cronbanch's	Verdict
Differentiation strategy	5	. 736	Reliable
Cost leadership strategy	6	.725	Reliable
Focus strategy	5	. 713	Reliable
Organizational Performance	6	. 701	Reliable

Source: Research Data (2021)

From the Cronbach's Alpha scores in table 4.1, implies there is consistency with the data collection instrument due to the scores exceeding 0.7.

4.4 General Information of the Respondents

The analysis sought to obtain the basic details of the participants like; sex, age, schooling levels, duration of work and job description within the four and five star hotels in Nairobi County, Kenya.

4.4.1. Respondents Gender Distribution

The study's intention here was to look at the gender composition of those taking part in the investigation. Table 4.2 below presents the outcomes

Table 4.2

Gender of the Respondents

Gender	Frequency	Percentage
Male	36	60
Female	24	40
Total	**60**	**100**

Source: Research Data (2021)

Based on the above outcomes, male participants formed the majority with 60% and the female formed the remaining 40%, it means that level four and five hotels in Nairobi County consider gender parity even though the males took a larger share of the workforce.

4.4.2 Respondents Age Distribution

The analysis intended to determine age distributions of the participants. Deductions are detailed in table 4.3 below.

Table 4.3

Age brackets	Frequency	Frequency
30 years and below	10	16.7
30-34 years	12	20.0
35-39 years	6	10.0
40-44 years	16	26.7
Above 45 years	16	26.7
Total	**0**	**100**

Source: Research Data (2021)

A significant percentage of the participants were in the age bracket 40-44 were (26.7%) same as above 45 years. Participants between 30-34 years 20% of the population, between 30 years were 16.7%. Age bracket between 35-39 years were 10%. The implication is that the most of the top roles four and five star hotels in Nairobi County are above 40 years.

4.4.3 Work Experience in the Company

Participants had to state their working duration at their current companies. Deductions are detailed in table 4.4 below.

Table 4.4

Work Experience in the Four and Five Hotels

Work Experience	Frequency	Percentage
Below 5 years	12	20.0
6-10 yrs	14	23.3
11-15 yrs	6	10.0
16-20 yrs	12	20.0
Above 21 yrs	16	26.7
Total	**60**	**100**

Source: Research Data (2021)

Findings from table 4.4 indicate 26.7% of the participants had been in their positions in their respective institutions for between 21 years and above, 23.3% had served their institutions for between 6-10 years while 20% have worked for their respective hotel between16-20years, same as those who have worked below 5 years. From these findings, it is clear that the participants had served their institutions long enough, thus well informed on the connection existing among competitive strategies and organizational performance among four- and five-star hotels in Nairobi County; in the end their insights could be highly regarded.

4.4.3. Education level

The study participants were called to state their highest schooling level. Findings are presented in Table 4.5

Table 4.5

Education Level

Education Level	Frequency	Frequency
Diploma	20	33.3
Undergraduate	36	60.0
Masters	4	6.7
Total	**60**	**100.0**

Source: Research Data (2021)

Based on the above outcomes, 60% of those taking part in the study had a university degree, and 33.3% had diploma while 6.7% had master's degree. Thus, the conclusion is that the participants possessed more than enough education for the interpretation and responses to the study goals extensively.

4.5 Descriptive Analysis

Focus here will be a presentation of descriptive analysis determinations with regard to the independent (Differentiation Strategy, Cost Leadership Strategy, Focus Strategy) and the dependent variables (Organizational performance).

4.5.1 Organization Performance

Here participants were called give personal affirmation to certain statements in relation to organizational performance. Below is table 4.6 showing the findings

Table 4.6

Organizational Performance Descriptive Statistics

	N	Mean	Std. Deviation
Through a differentiation strategy, there has been the retention of clients	60	4.08	.69
Performance management and employee feedback are key performance drivers in the hotel	60	3.76	1.01
Key performance indicators are used in evaluating performance	60	4.21	.82
The relationship between hotel and team objectives is clearly defined	60	3.81	.89
Departmental KPI's are always linked to organizational objectives	57	3.59	1.03
The link between individual and team objectives is clearly explained	60	4.06	.60
Aggregate mean and standard deviation		**3.91**	**0.84**

Source: Research Data (2021)

Findings from table 4.7 indicate that the significant group that had the highest (M= 4.21, SD=0.82) affirmed that Key performance indicators are used in evaluating performance. This was closely followed by through a differentiation strategy, there has been the retention of clients (M=4.08, SD=0.69). Furthermore, respondents that the link between individual and team objectives is clearly explained (M=4.06, SD=0.60). The relationship between hotel and team objectives is clearly defined (M=3.81, SD=0.89), and performance management and employee feedback are key performance drivers in the hotel (M=3.76, SD=1.01). Departmental KPI's are always linked to organizational objectives (M=3.59, SD=1.03).

4.5.2 Influence of Differentiation Strategy on Organization Performance

Here participants were called give personal affirmation to certain statements in relation to the relation amongst differentiation strategy and organizational performance. Below is table 4.7 presenting the outcomes.

Table 4.7

Relation amongst Differentiation Strategy and Organization Performance

	N	**Mean**	**Standard deviation**
Having superior product retains customers	60	3.00	1.27
It is through hotel management that significant intervention is made for product differentiation from rivals	60	4.16	.49
The possession of a specific product in a market ensures retention of clients	60	4.41	.67
Market share of the institution is increased by the different products provided	60	3.40	1.12
The institutions strives to develop a reputable name in the hospitality sector	60	4.56	.49
Aggregate mean and standard deviation		**3.90**	**0.80**

Source: Research Data (2021)

Differentiation strategy is one of the factors considered to influence organizational performance in the four and five hotels. The study sought to prove this claim. Deductions from the table 4.8 below indicate a significant group show that most scoring top mean scores (M=4.56, SD=0.49) affirmed that the institutions strive to develop a reputable name in the hospitality sector. This was closely followed by the possession of a specific product in a market ensures retention of clients (M=4.41, SD=0.67). Additionally, respondents affirmed that It is through hotel management that significant intervention is made for product differentiation from rivals (M=4.16, SD=0.49), and the market share of the institution is increased by the different products provided (M=3.40, SD=1.12).

The findings concur with, indicated the differentiation strategy being numerically insignificant by a P figure greater than 0.05 based on the Chi-square and ANOVA, thus agreeing with the null hypothesis stating that" differentiation strategy posed zero impact towards results of car renting business within Nairobi. A correlation analysis showed the existence of a negative association among the measures for results enhancement and the differentiation strategy with an r value of 0.05. The correlation analysis further indicated the existence of a positive association among the level of results with the differentiation strategy, with an r value 0.096.

An analysis undertook by Nuru (2015) intended to establish the impact of differentiation strategy towards the results of water packaging firms in Mombasa, Kenya, with the qualitative data being analyzed by content analysis. Presentation of findings was through statistical graphs, tables and percentages. from the findings it can be deduced a positive connection is present amongst differentiation strategy and success. Differentiation strategy on an item has a greater contribution on the results of these firms compared to the differentiation strategy on a service.

4.5.3 Influence of Cost Leadership Strategy on Organization Performance

Here participants were called give personal affirmation to certain statements in relation to the relation amongst differentiation strategy and organizational performance. Findings are detailed in table 4.8 below.

Table 4.8

Relation amongst Cost Leadership Strategy and Organization Performance

	N	**Mean**	**Standard deviation**
The institution regularly undertakes cost controls and is keen on quality	60	3.81	1.04
The institution monitors weaker departments for purposes of lowering expenditure	60	3.96	.90
The is accessibility to cheaper utilities compared to its market rivals	60	3.01	.98
There is improvement when it comes to the delivery processes by the institution in order to reduce wastage and duplicity	60	3.46	.99
There is continuous education by the institution to their personnel on proper resource use	60	4.46	.50
We pride ourselves as cost leaders in the market with regard to food and beverage cost	60	4.06	.68
Aggregate mean and standard deviation		**3.79**	**0.84**

Source: Research Data (2021)

Cost leadership strategy is one of the factors considered to influence organizational performance in the four and five hotels. The study sought to prove this claim. Findings from the table 4.8 below indicate a significant group shows that the majority who scoring the highest mean (M=4.46, SD=0.50) affirmed that There is continuous education by the institution to their personnel on proper resource use. This was closely followed by we pride ourselves as cost leaders in the market with regard to food and beverage cost=(M=4.06, SD=0.68). Additionally, respondents affirmed that The institution monitors weaker departments for purposes of lowering expenditure (M=3.96,SD=0.90), and the institution regularly undertakes cost controls and is keen on quality (M=3.96, SD =0.90).

The deductions concur with a study by Marangu, et al (2017), examined Cost Leadership Strategy Impact towards Institutions' Competitiveness within sugar milling companies in Kenya. A key intention of the review was to examine the effect cost leadership strategy has towards institutions' competitiveness. Theories like; resource based, generic framework and anchored the study. In meeting the research intention, the investigators had to determine the connection among varied variables linked with the variables with regard to milling companies, thus descriptive cross-sectional study model being utilized. From the findings, there was a revelation of an existing statistically major impact towards institution competitiveness. The analysis thus proposed sugar milling companies' leadership increase interventions to utilize cost plans so as to secure an institution's market advantage.

A summary by Mohamed, et al. (2019) detailing the impact of cost leadership strategy towards the results of small scale miners in Taita Taveta, Kenya, intended to determine the impact of cost leadership strategy as a plan towards the results of upcoming mining firms in Taita Taveta. In anchoring the review, Porter 's Generic Strategies was employed. A descriptive survey study model that targeted 502 miners based in 22 formal unions and 13 mining firms was used. 222 participants were selected for sampling using simple random technique. Primary data collection was by employing questionnaires, and then analysis descriptively. From the analysis, deductions showed utilization of cost leadership strategies resulted to lowered operations cost, turnover and success of the firms. There was a proposal that firms must aim for competitive cost per unit of input technique that is easily achievable compared to reduction on costs

4.5.3 Influence of Focus Strategy on Organization Performance

Here participants were called give personal affirmation to certain statements in relation to the influence of focus strategy on organization performance. Below is table 4.9 showing the findings.

Table 4.9

Influence of Focus Strategy on Organization Performance

	N	**Mean**	**Standard deviation**
Our hotel Focuses on specific markets where it provides the best service	60	4.13	1.11
Our hotel occupancy levels are better than our competitors	60	3.71	1.02
The hotel have highly differentiated products for our clientele with regard to variety of menus offered	60	3.95	.87
Customer satisfaction surveys inform our decision making process	60	4.15	1.16
Competitor surveys inform our performance improvement plans	60	2.50	1.37
Aggregate mean and standard deviation		**3.68**	**1.10**

Source: Research Data (2021)

Focus strategy is one of the factors considered to influence organizational performance in the four and five hotels. The study sought to prove this claim. Findings from the table 4.9 indicate a significant group shows that the majority who scoring the highest mean score (M=4.15, SD=1.16) affirmed that the customer satisfaction surveys inform our decision making process. This was closely followed by our hotel Focuses on specific markets where it provides the best service (M=4.13, SD=1.11). Additionally, respondents affirmed that the hotel have highly differentiated products for our clientele with regard to variety of menus offered (M=3.95, SD.=0.87), and our hotel occupancy levels are better than our competitors (M=3.71, SD =1.02).

The deductions concur with Akintokunbo (2018) undertook a study in Nigeria to examine the connection market focus strategy has towards institutional outcomes of TELCOs in Port Harcourt. The model of the study was that it utilized a cross sectional template comprising of the leadership workforce of four TELCOs in Port Harcourt. The population size was 134, with a sampling size of 100 that was reached at through the use of Yamane formula. After data entry, analysis and presentation, it was deduced that market focus strategy positively and in major way impact institution competitiveness. There was a proposal from the review that institutions willing implement market focus plans ought to have their attention towards a smaller market and work towards realizing differentiation in that market.

An analysis conducted by Munyoki and K'Obonyo (2015) seeking to establish the contribution of institutional independence and strategic placement in the association among competitive plans and the results of state parastatals in Kenya. The positivist philosophy anchored the research. primary data was obtained by the use of questionnaires administered to the managing director of the state parastatals. Findings from data analysis showed a moderate value for market focus, a translation that market focus according to the participants was not sufficient the state parastatals. State parastatals emphasizing on efficiency recorded top mean score values, with institutions focusing on time management following closely. Conclusion from the analysis was that, competitive plans significantly impacted results.

4.6 Hypothesis Testing

The hypotheses in this study were tested by first assessing the relation amongst competitive plans and organizational performance, and the influence of competitive strategies on performance. This section presents correlations, regression analysis and ANOVA as well as co-efficient of determination.

4.6.1 Relationship Between Competitive strategies and organizational performance

Table 4.10

Relationship between Independent Variables

Correlations

		1	2	3	4
1. Organization performance	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	57			
2. Differentiation Strategy	Pearson Correlation	.031	1		
	Sig. (2-tailed)	.821			
3. Cost Leadership Strategy	Pearson Correlation	.287*	.463**	1	
	Sig. (2-tailed)	.035	.000		
4. Focus Strategy	Pearson Correlation	.639**	.063	.410**	1
	Sig. (2-tailed)	.000	.633	.002	
	N = 60				

Source: Research Data (2021)

Basing on the outcomes above from table 4.10, there exists a positive correlation amongst differentiation strategy and the organizational performance of 4 and 5-star hotels where the significant level=0.05and average strength= 3.1 %. Also, the outcomes show the presence of a positive correlation amongst cost leadership strategy and organizational success where the significant level=0.05 and average strength=

28.7% (weak). Finally, the outcomes show the presence of a positive correlation among focus strategy and organizational performance where the significant level=0.05 and average strength=63.9% (strong). The outcomes are in respect to 4 and 5-star hotels in Nairobi.

4.6.2 Influence of competitive strategies on organizational performance

Table 4. 11

Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626[a]	.391	.359	.41636

a. Predictors: (Constant), Differentiation Strategy, Cost Leadership Strategy, Focus Strategy
b. Dependent Variable: Organization Performance.
Source: Research Data (2021).

According to the presentation on table 4.11, the establishment is that R=0.391, meaning that 39.1%, of the organizational performance of 4 and 5-star hotels in the county of Nairobi is explained by differentiation strategy, cost leadership strategy, focus strategy leaving (60.9%) unexplained.

Table 4.12

Relationship between Independent Variables

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	6.243	3	2.081	12.005	.000[b]
1	Residual	9.708	56	.173		
	Total	15.951	59			

a. Dependent Variable: Organization Performance
b. Predictors: (Constant), Differentiation Strategy, Cost Leadership Strategy, Focus Strategy

Source: Research Data (2021)

Table 4.13
Relation amongst Dependent and Independent Components

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.520	.605		2.513	.015
	Differentiation Strategy	-.029	.120	-.028	-.240	.811
	Cost Leadership Strategy	.259	.162	.046	.363	.048
	Focus Strategy	.573	.109	.607	5.266	.000

. Dependent Component: Organizational Performance.

Source: Research Data (2021)

Importantly, focus strategy continues to have the most impacts towards organizational performance, and then cost leadership strategy and differentiation strategy follow in that order. Testing of the predictor variable's individual significance was done by a t-test. The determination thus, is that focus strategy and cost leadership strategy both had some individual significance in relation to organizational performance ($p < 0.05$). The differentiation strategy however had no statistical significance in relation to organizational performance ($p > 0.05$).

$$Y = 1.520 + .573X_1 + .059X_2$$

Where

Y= Organization performance

X_1= Focus Strategy

X_2= Cost Leadership Strategy

The determinations point to Focus Strategy and Cost Leadership Strategy being individually statistically significant associated with organizational performance (p <

0.05). it therefore means that there was the rejection of three hypotheses were rejected while on the basis of regression results, the one on differentiation was not rejected ($p > .05$). Further, differentiation strategy is not included in the equation bases it did not significantly influence. However, since it positive related with performance in a significant manner, it is concluded that it is positively related with performance.

4.2.1 Differentiation Strategy and Organization Performance

An analysis undertook by Nuru (2015) looked at the impact of differentiation strategy towards the results of water packaging firms in Mombasa, Kenya, with the qualitative data being analyzed by content analysis. Presentation of findings was through statistical graphs, tables and percentages. Deductions based on the findings pointed to a presence of a positive association amongst differentiation strategy and company results. Differentiation strategy on an item has a greater contribution on the results of these firms compared to the differentiation strategy on a service. A qualitative analysis conducted by Odhiambo (2018) exploring differentiation strategy and had findings captured in statistical graphs, tables and percentages had the results showing the presence of a positive connection amongst differentiation strategy and outcomes.

An analysis by Atikiya (2015) examining the impact differentiation strategy towards institutional results of manufacturing companies in Kenya analyzed on twelve major manufacturing firms based in Nairobi and neighboring regions. It employed an explanatory and descriptive study model. In indicating positive correlation among the input and the output variable, Pearson's correlation was preferred; while in testing the association among the constructs, used regression analysis was preferred. The findings were consistent with other analyses on the availability of a positive Relation amongst differentiation strategy and results. A major conclusion from the study was that manufacturing companies eyeing to improve on their results and securing competitive market edge ought to include differentiation strategy in their plans.

4.2.2 Cost Leadership Strategy and Organization Performance

A study by Marangu, et al. (2017), examined Cost Leadership Strategy Impact towards Institutions' Competitiveness within sugar milling companies in Kenya. A key intention of the review was to examine the effect cost leadership strategy has towards institutions' competitiveness. Theories like; resource based, generic framework and anchored the study. In meeting the research intention, the investigators had to determine the connection among varied variables linked with the variables with regard to milling companies, thus descriptive cross-sectional study model being utilized. From the findings, there was a revelation of an existing statistically major impact towards institution competitiveness. The analysis thus proposed sugar milling company's leadership increase interventions to utilize cost plans so as to secure an institution's market advantage.

A summary by Mohamed, et al (2019) detailing the impact of cost leadership strategy towards the results of small-scale miners in Taita Taveta, Kenya, intended to determine the impact of cost leadership strategy as a plan towards the results of upcoming mining firms in Taita Taveta. In anchoring the review, Porter‘s Generic Strategies was employed. A descriptive survey study model that targeted 502 miners based in 22 formal unions and 13 mining firms was used. 222 participants were selected for sampling using simple random technique. primary data collection was enabled through the use of questionnaires, then analyzed descriptively. As per the analysis, deductions showed utilization of cost leadership strategies resulted to lowered operations cost, turnover and success of the firms. There was a proposal that firms must aim for competitive cost per unit of input technique that is easily achievable compared to reduction on costs.

4.2.3 Focus Strategy and Organization Performance

An analysis conducted by Munyoki and K'Obonyo (2015) seeking to establish the contribution of institutional independence and strategic placement in the association among competitive plans and the results of state parastatals in Kenya. The positivist philosophy anchored the research. Collecting information from primary sources was by using questionnaires issued to the managing director of the state parastatals. Findings from data analysis showed a moderate value for market focus, a translation that market focus according to the participants was not sufficient the state parastatals. State parastatals emphasizing on efficiency recorded top mean score values, with institutions focusing on time management following closely. Conclusion from the analysis was that, competitive plans significantly impacted results.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The final section is on the study's summary, its conclusion and the advanced proposals based on findings from the analysis. Lastly, there is also a brief presentation for future study areas.

5.2 Summary of the Findings

A major objective of this work was the intention to investigate the existing connection among competitive strategies and organizational success within Nairobi's 4 and 5-star hotels. Specifically, the study sought to establish how differentiation strategy influence performance in four and five star hotels in Nairobi County, Kenya; to access the role of focus strategy on organization performance in four and five star hotels in Nairobi County, Kenya. Below is a brief summary of the study:

5.2.1 Differentiation Strategy and Organization Performance

The first objective of this study was to establish the connection existing among differentiation strategy and organization performance within Nairobi's 4 and 5-star hotels. It was found that the differentiation strategy was satisfactory ($M=3.90$, $SD = .80$), and performance ($M=3.91$, $SD = .84$). However, it was found to be having a positive but significant ($p < 0.5$) relationship with performance ($r = .821$, $p = 0.031 < 0.5$) at 5% level of significance. Further, differentiation had a strong negative influence on performance ($t = -.240$, $p > 0.05$). This result suggests that the differentiation strategy at the four and five star hotels possessed a negative significant effect towards the performance of the four and five star hotels in Nairobi County, Kenya.

An analysis undertook by Nuru (2015) intended to look at the impact of differentiation strategy towards the results of water packaging firms in Mombasa, Kenya, with the qualitative data being analyzed by content analysis. Presentation of findings was through statistical graphs, tables and percentages. Deductions based on the findings point to presence of a positive Relation amongst differentiation strategy and company results. Differentiation strategy has an item has a greater contribution on the results of these firms compared to the differentiation strategy on a service. Strategic drivers of performance integrate strategic, monetary and operating aspects in the evaluation of an institution's ability to meet its desired targets Obinna. (2018) advise that the leadership of tourism sector ought to implement feedback analysis in conforming to changes to ensure longevity.

A qualitative analysis conducted by Odhiambo (2018) exploring differentiation strategy and had findings captured in statistical graphs, tables and percentages had the results showing the availability of a positive link amongst differentiation strategy and outcomes. Strategic drivers of performance integrate strategic, monetary and operating aspects in the evaluation of an institution's ability to meet its desired targets Kamau, (2013) advise that the leadership of tourism sector ought to implement feedback analysis in conforming to changes to ensure longevity.

These outcomes by the analysis align with other analyses on the availability of a positive association amongst differentiation strategy and outcomes. A major deduction from the study was that manufacturing companies eyeing to improve on their results and securing competitive market edge ought to include differentiation strategy in their plans.

5.2.2 Cost Leadership Strategy and Organization Performance

The second objective of the study sought to ascertain the role cost leadership strategy has towards organizational performance Nairobi's 4 and 5-star hotels. It was found that the cost leadership strategy was satisfactory (M=3.79, SD = .84), and performance (M=3.91, SD = .84). However, it was determined to be having a positive but significant ($p < 0.5$) relation with performance ($r = .287$, $p = 0.035 < 0.05$) at 5% level of significance. Further, cost leadership strategy had a strong positive influence on performance ($t = .363$, $p < 0.05$). This result suggests that the cost leadership strategy at the four and five star hotels had a negative significant influence on performance of the four and five star hotels in Nairobi County, Kenya.

The emergence of balanced scorecard (a standardized indication of results) according to Dirisu, et al. (2013) is due the scenario of combining key plans with results indication. It is also the first platform that has the ability and has been utilized to indicate non-monetary gains. The transformation of strategies into executable items is what makes up strategic management performance drivers.

Strategic drivers of performance integrate strategic, monetary and operating aspects in the evaluation of an institution's ability to meet its desired targets Dupeyras and MacCallum (2013) advise that the leadership of tourism sector ought to implement feedback analysis in conforming to changes to ensure longevity

5.2.3 Focus Strategy and Organization Performance

The third objective sought to look at the role focus strategy has towards organizational performance in four and five star hotels in Nairobi County, Kenya. It was found that the focus strategy was satisfactory (M=3.68, SD = 1.10), and performance (M=3.91, SD = .84). However, it was determined to be having a positive but significant ($p < 0.5$) relation with performance ($r = .639$, $p = 0.000 < 0.5$) at 5%

level of significance. Further, focus strategy had a strong significant positive influence on performance (t = 5.266, p <0.05). This result suggests that the focus strategy at the four and five star hotels had a negative significant influence on performance of the four and five star hotels in Nairobi County, Kenya.

According to the approach by Odhiambo (2015), institutional results are portrayed as per objective realization supported by the goal setting principle. The institutional result is an indicator of four aspects; internal activities, monetary aspect, client view and creativity. The monetary aspect in improving results is driven by; profitability, leverage, capital, leverage, profit margin, asset turnover and cash flow. To them, well performing institutions are those showing ability to realize increased revenues measured against rivals in the sector Cândido, and Santos (2019) asserts that although efficiency is a key tested motivator of results, there has been failure by it to indicate an institution's effectiveness to key goals. Other approaches used to indicate institutional results include; both qualitative and quantitative techniques, where the former deals with futuristic aspect and the former represents historical aspects.

Findings from data analysis showed a moderate value for market focus, a translation that market focus according to the participants was not sufficient the state parastatals. State parastatals emphasizing on efficiency recorded top mean score values, with institutions focusing on time management following closely. Conclusion from the analysis was that, competitive plans significantly impacted results.

5.3 Conclusions

5.3.1 Differentiation Strategy and Organization Performance

The first objective of this study was to establish the relationship between differentiation strategy and organization performance among four and five star hotels in Nairobi County. The study established that effect of differentiation strategy affects performance greatly and thus, the study conclusion that differentiation strategy is not a significant determinant in the organization performance.

5.3.2 Cost Leadership Strategy and Organization Performance

The second objective sought to ascertain the role cost leadership strategy has towards performance in four and five star hotels in Nairobi County, Kenya. The study also established that cost leadership strategy influences organization performance at four and five star hotels and the study conclusion is that cost leadership strategy affects organizational performance greatly.

5.3.3 Focus Strategy and Organization Performance

The third to objective of the study was to access the role of focus strategy on organization performance in four and five star hotels in Nairobi County, Kenya. The study also established that focus strategy affects organization performance at four and five star hotels in Nairobi County to a great extent. Focus strategy continues to be a key determinant of success in organizations. The responses show that organization performance at four and five star hotels in Nairobi County is significantly influenced by focus strategy. The study concludes that there is a strong positive correlation between the study variable as factors that influence organization performance.

5.4 Recommendations

The suggestion by the study is that Nairobi's 4 and 5-star hotel leaderships ought to recognize and utilize generic plans towards the enhancement of organizational success. The recommendation by the study is for utilization of specific marketing plans with the ability of raising knowledge on the existence of a commodity while ushering in new buyers. When it comes to innovation, the research study suggests the Management of four and five star hotels in Nairobi County should embrace generic strategies to enhance organization performance. The study recommends for unique marketing strategies that help raise awareness of products while bringing in new clientele. On innovation, Nairobi's 4 and 5-star hotel ought to embrace online marketing systems apart from the old advertising avenues. In the online platforms, there is the ability to have an expanded reach as well as increased potential in strongly improving their commodities.

According to the study, the leadership of Nairobi's 4 and 5-star hotels plays a key contribution in the provision of advisory, knowledge and important data to the organization's processes thus placing the organization in a strategic position competitively. The expectation is that the leadership reason and respond strategically in domains their input is needed. There is also the importance of having a solid institutional structure for enrolling purposes to increase their position in the hospitality industry.

The final recommendation by the study is that there ought to be increased effort on supervision and monitoring for the purposes of realizing reduced costs. A reduction of costs calls for the establishment of cost-limiting instruments and a comprehensive adoption of cost cutting measures in departments like innovation and research, marketing among others. These cost cutting interventions ought to be aligned with the development of cheaper products and eventually reaching an expanded reach.

5.5 Suggestion for Further Studies

Based on outcomes from the analysis, the determinations and advanced recommendations, it is important to conduct more research on others variables that are not covered in this study to validate the actual factors that affects generic strategies on performance of four and five star hotels where the intention is to shed more on the present study findings and finally a validation of the outcomes.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

The information provided will be only for academic purpose. Read carefully and give appropriate answers by ticking or filling the blank spaces. The information will be treated confident

PART I: GENERAL INFORMATION

1. Indicate your gender (Tick one) Male [ ] Female [ ]

2. By use of a tick ( ), please indicate the age category that applies for you.

   Below 30 years [ ]

   30 – 34 years [ ]

   35 – 39 years [ ]

   40 – 44 years [ ]

   45 years and above [ ]

3. Working experience

   5 years and below [ ]

   6- 10 years [ ]

   11-15 years [ ]

   16- 20 years [ ]

   21 years and over [ ]

4. Highest level of education

   Diploma [ ]

   Undergraduate [ ]

   Masters [ ]

   PHD [ ]

SECTION B: DIFFERENTIATION STRATEGY

5. To what extent do you agree with the following statements on differentiation strategy? Key: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Differentiation strategy	1	2	3	4	5
Our hotel sources for uniqueness that cannot be quickly imitated					
Our hotel has built value by creating attributes for its services at an acceptable cost					
We create customer value by offering high quality products supported by good services at premium prices					
Our hotel uses technology to remain on the cutting edge of innovation					
The hotel strive to build strong reputation within the industry					

SECTION C: COST LEADERSHIP STRATEGY

6. To what extent do you agree with the following statements on Cost leadership strategy? Key: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Cost leadership strategy	1	2	3	4	5
The hotel continuously exercises tight cost control and pay attention to details					
The hotel identifies underperforming areas in order to cut costs					
The hotel has access to low-cost raw materials than our competitors					
The hotel improves on production/service delivery process to cut on waste and duplication					
The hotel continuously trains staff on effective resource utilization					
We pride ourselves as cost leaders in the market with regard to food and beverage cost					

SECTION D: FOCUS STRATEGY

7. To what extent do you agree with the following statements on Focus Strategy? Key: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Focus Strategy	1	2	3	4	5
Our hotel builds relationships with customers and suppliers					
Our hotel occupancy levels are better than our competitors					
The hotel have has identified a market niche for our clientele					
Customer satisfaction surveys inform our decision making process					
Our hotel has expanded on broader line that competitors cannot serve					

SECTION E: ORGANISATION PERFORMANCE

8. To what extent do you agree with the following statements on organization performance? Key: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (Please put an X as appropriate).

Organization performance	1	2	3	4	5
Differentiation strategy has greatly increased the number of retained customers					
Performance management and employee feedback are key performance drivers in the hotel					
Key performance indicators are used in evaluating performance					
The relationship between hotel and team objectives is clearly defined					
Departmental KPI's are always linked to organizational objectives					
The link between individual and team objectives is clearly explained					

Thank you for your participation

APPENDIX II: A LIST OF FOUR AND FIVE STAR HOTELS IN NAIROBI COUNTY

1. Hilton Nairobi
2. Radisson Blu Hotel Nairobi
3. The Sarova Stanley
4. Villa Rosa Kempinski
5. Fairmont The Norfolk
6. Sankara Nairobi
7. The Boma Nairobi
8. Crowne Plaza Nairobi Airport
9. Tribe Hotel
10. Dusit D2
11. Hemingway's Nairobi
12. Double Tree by Hilton
13. Crowne Plaza
14. Hilton Garden Inn Nairobi Airport
15. City Lodge Hotel At Two Rivers
16. Southern Sun Mayfair Nairobi
17. Eka Hotel
18. Sarova Panafric Hotel
19. Silver Springs Hotel
20. Nairobi Safari Club
21. The Panari Hotel, Nairobi
22. Ole Sereni Hotel
23. Windsor Golf Hotel and Country Club

24. Fairview Hotel
25. Weston Hotel
26. Golden Tulip Westlands
27. Pride Inn Lantana Apartments and Suites
28. Executive Residency by Best Western
29. House of Waine
30. Easy Hotel Airport
31. Crowne Plaza Airport
32. Four Point Hurlingham
33. Four Point Airport
34. Utalii Hotel
35. 254 Olesereni Emara
36. Laico Regency
37. Movenpick Hotel
38. Radisson Blue Aboretum
39. Parkinn Hotel
40. Ibis Hotel
41. Swiss Lenana Mount Hotel
42. The Zehrenia Portico
43. Tamarind Hotel
44. The Concord Hotel and Suites
45. Trademark Hotel
46. Best Western Meridian
47. Elysian Resort
48. La Maison Royale

49. Waridi Paradise
50. Pride Inn Azure
51. Pridewood suite
52. Kingfisher Nest
53. Bestwestern Plus Westlands
54. Mayrya Residence
55. Hob House Deluxe
56. Letos Inn
57. Glam Hotel
58. Azure Airport
59. Heron Portico
60. Casa Misa Riverside

Source: Tourism Board and Tourism Regulatory Authority (TRA)