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COMPETITIVE STRATEGIES AND FIRM PERFORMANCE: A COMPARATIVE ASSESSMENT OF MTN GHANA AND VODAFONE GHANA

BY

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DECLARATION

I hereby declare that this thesis is the result of my own original work towards the master of science in marketing and that except for other people's work which have been duly acknowledged at reference section, no part of it has been presented for another master's degree in this or any other College.

I am therefore responsible for the views express and factual exactness of its content.

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ABSTRACT

A firm's strategy incorporates the arrangements and techniques devised by board to yield a hit to a company overall performance. An approach is thus a management recreation plan for the business. The study is on competitive strategies and firm performance: a comparative assessment of MTN Ghana and Vodafone Ghana. The main objective is to identify the competitive strategies used by MTN and Vodafone Ghana, to assess the impact of competitive strategies on the business performance of MTN - and Vodafone Ghana Limited and to establish the challenges to competitive strategy implementation. Data was collected from hundred and ninety-one (191) workers from Managers, Marketing Managers and Marketing Executives of both Vodafone and MTN, using convenient sampling. The data collection tool employed was questionnaire. The data was analysed using (SPSS version 24). Findings from the analysis showed that both MTN and Vodafone prioritize on cost leadership strategy, offensive marketing strategy, customer relationship management, and defensive marketing strategy as their tool to achieve organizational goals. It could be established from the analyses that, the strategies used by both MTN and Vodafone impacts on their operational performance. But that of MTN impacts performance more greatly than Vodafone. Thus, the correlation analysis showed the strategies adopted by MTN will positively impact performance by 0.725 units. On the other hand, Vodafone's competitive strategy will only impact performance by 0.346 units. The major challenges each telecommunication company (MTN and Vodafone) faces with reference to strategy implementation. Capital requirement, lack of detail planning, and strategy and culture misalignment were as the identified obstacles to their strategy implementations. Vodafone on the other hand ranked poor communication, poor prioritization and government policies and lack of detail planning as the first three obstacles to their strategy implementation.

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DEDICATION

This work is wholeheartedly dedicated to my wife Mrs Cynthia Fosu-Hemaa, and my kids Kwaku Anokye Antwi Adjei and Akua Yeboah Antwi Adjei and my course rep Mr Osei Francis who have been my source of inspiration and which gave me the strength and joy to carry on the study.

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CHAPTER ONE

1.1 Background of the study

A firm's strategy incorporates the arrangements and techniques devised by board to yield a hit to a company overall performance (Ogala 2020). An approach is thus a management recreation plan for the business (Kugun, Wanyonyi, & Sangoro, 2016). With a developing enterprise, there has been disenchantment which is characterized by using dissatisfaction planning. This is due to the fact there was elevated environmental turbulence, decreased commercial enterprise possibilities, and improved competition. The essence of formulating an aggressive positioning is to relate a firm to its surroundings (Ciobota & Velea, 2015). Developing a competitive brand strategy is a critical hassle for marketing managers but how those techniques are located is more important because strategies can always be replicated by competition.

Competitive positioning is a technique which some businesses use with greater success over rivals. Although competitive positioning could prove dangerous, studies has shown that its flop is the most likely consequence for a firm (Stanley et al., 2013). The advantages of competitive positioning might vary and sometimes don't materialize, according to Siregar & Toha's (2012) argument. Cooper and Brentani's work also supports the claim made by Tharamba, Rotich, and Anyango (2018), who claim that the connection may be altered and that high and low levels are likely to produce the best results. A firm strategy is the sum of the activities an organisation intends to take to acquire long-time period goals. Strategic plans take at least 12 months to complete, requiring involvement from all employer degrees. Top management creates a bigger organizational strategy, at the same time centre and lower control adopt desires and plans to satisfy the overall method little by little, (Tharamba et al., 2018; Day & Lichtenstein, 2006). A strategy is a roadmap that guides an organization in achieving its goals and objectives while considering both internal capabilities and external environmental factors. It provides a sense of direction and purpose, helps allocate resources effectively, and positions the organization to stay competitive and successful in the long run.

According to Janiszewska (2012) attention to the surroundings, strategic functionality, and the expectations of the functions inside the cultural and political framework of the enterprise affords a foundation for a know-how of the strategic role of a company. Gu & Baomin (2009) state that attention to the surroundings, strategic functionality, and the expectancies of the functions inside the cultural and political framework of the organisation affords a basis for knowing the strategic role of a company. In support of this, aggressive positioning provides a vehicle for growing organizational cognizance and a framework for thinking about aid-allocation questions.

Moreover, while an employer articulates its perceptual region, the complexities surrounding these selections are significantly decreased. The purpose of the positioning is to find the emblem inside the minds of purchasers to maximize the capacity benefit of the company (Kotler, 2009; Ruiz-Mercader et al., 2006; Yamin et al., 1997). While a firm or provider establishes and continues a different area for itself and its services inside the marketplace, its miles are said to be efficaciously located. According to Hassan et al (2005) positioning should set up a function for the product firm in the customer's thoughts should be specific presenting one simple constant message and have to set the product/firm other than competitors. It must be cited that a company cannot be all matters to every person and therefore need to recognize on its strategy to achieve success. To achieve success in the long term, the operations of a firm have to be completely extraordinary from one's conventional commercial enterprise counterparts. Competitive Positioning is one of all strategic management's maximum important tasks, for a few entrepreneurs (Bridoux, 2004), positioning is precisely a communications trouble. The services are given and the goal is to control customer perceptions of reality. Positioning is extra than simply advertising and advertising. Positioning strategies can be conceived and evolved in a ramification of methods. It can be derived from object attributes, competition, utility, types of purchasers involved, or product characteristics. Manhas (2010) a lot of these attributes represent a distinct approach in growing positioning techniques, even though they all have the not unusual objective of projecting a positive image within the minds of the client.

A study by Chesire and Kombo (2015) in Kenya suggests that competitive strategies have a significant impact on the overall performance of the telecommunications industry, specifically in terms of Mobile

Value-Added Services. the findings suggest that a well-crafted and effectively executed competitive strategy can contribute to the success and growth of telecommunication companies, especially in the context of offering Mobile Value-Added Services. However, it's worth noting that the effectiveness of these strategies may also be influenced by other factors such as market dynamics, technological advancements, and regulatory environment, which can vary across different regions and time periods.

1.2 Statement of the Problem

Over the last few decades, competition has intensified across various industries, and the telecommunications sector is no exception. To thrive in the telecommunications industry, organizations must develop effective strategies (Yoo et al., 2006) to outperform their competitors and achieve profitability. Consequently, telecommunication companies need to deploy and evaluate competitive strategies in diverse environments.

According to Porter, as cited by Akingbade (2014), the implementation of generic tactics that involve various resources, business planning, control methods, leadership styles, and payment systems can result in increased business performance and a comparative advantage. These tactics include overall cost leadership, differentiation, and focus (cost differentiation within smaller market segments). The intense rivalry in the telecommunications industry has compelled companies in the telecommunication sector in Ghana to adopt competitive strategies that enable them to seize opportunities, respond to threats, and stand out among competitors to achieve success.

The telecommunications sector in Ghana has witnessed remarkable growth and expansion over the past few decades. There has been a significant increase in both the quantity and quality of services offered to clients, leading to a surge in the number of service providers and subscribers. This growth has fostered intense competition among service providers, each of which aims to develop a winning strategy to gain a larger market share, ensuring profitability and sustainability (Akingbade, 2014).

While the telecommunications industry has successfully employed a variety of competitive strategies to enhance performance, there has been a lack of comprehensive evaluation of how customers respond to these strategies. Understanding the connection between competitive strategy and telecommunications performance represents a pivotal issue in the field of strategic management. This has spurred the research to assess and compare the competitive strategies and firm performance of two major players in the Ghanaian market: MTN Ghana and Vodafone Ghana.

1.3 Research objectives

1. To identify the competitive strategies used by MTN and Vodafone Ghana.

2. To assess the impact of competitive strategies on the business performance of MTN - and Vodafone Ghana Limited.

3. To establish the challenges to competitive strategy implementation.

1.4 Research question

1. What are the competitive strategies used by MTN and Vodafone Ghana?

2. How do competitive strategies influence both MTN and Vodafone Ghana's performance?

3. What are the challenges to competitive strategy implementation?

1.5 Significance of the study

The research will examine a wonderful advantage to stakeholders with hobbies in the telecommunication area. Shareholders or investors of the individual coverage corporations are better ready to objectively appraise strategy proposals at annual general meetings and contribute to enhancing their investment's aggressive role. As such, investors could be capable of making knowledgeable investment selections. The control crew of coverage businesses could be in a function to recognize the important things areas to emphasize regarding an aggressive approach. Management proposals will consequently be sponsored with the empirical proof offered within the results of this look.

The research will aid policymakers in various industries to develop an appropriate competitive strategy for operation in sustainability. The research work will also add up to the existing literature on competitive strategy on business performance. Finally, the students and researchers will benefit from the recommendations made for further research based on the identity of unaddressed gaps that offers value to destiny debate on this subject.

1.6 Scope of the research

The research will be limited to only MTN Ghana and Vodafone Ghana in the telecommunication industry. The research will collect data from top management levels of MTN Ghana and Vodafone using a structured questionnaire. Respondents will be top managers from regional and national levels for both MTN Ghana and Vodafone Ghana. The performance level of both MTN Ghana and Vodafone Ghana will be assessed.

1.7 Limitations of the Research

Financial considerations in searching for information from appropriate resources will be a mission for the researcher. Also, the findings of this research work can't be generalized to all establishments being it the firms in the telecommunication industry in Ghana. The outcomes might be restricted to the handiest examiner populace which is MTN Ghana and Vodafone Ghana restrained. This can encompass the group of workers in a management position.

1.8 Overview Methodology

The research will use the deductive approach to conduct the research. The objectives stated will be achieved with the use of the quantitative research method with the use of a descriptive research design. Primary data will be collected with the use of a structured questionnaire. The sample will be drawn from the top management of MTN Ghana and Vodafone Ghana. Convenience sampling will be used. The social package for statistical science (SPSS) will be used to analyse responses from respondents that are MTN Ghana and Vodafone Ghana.

1.8 Chapter Organisation

The research will be of five chapters: chapter one offers the advent of the topic which contains the background of look at, the assertion of trouble, objective of the look at, research questions, the importance of the look at, scope of the have a look at, the problem that will be examined. Furthermore, bankruptcy is made from a review of previews literature by using different authors and researchers that pertain to the vicinity of the study. Chapter 3 encompasses the technique of the have a look at which offers a detailed description of how records used for the observation might be amassed. Moreover, bankruptcy 4 will address critical discussion and analysis of statistics gathered in the direction of the research. Finally, chapter 5 has to do with the precis of findings in chapter 4, the conclusion and advice of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section provides the theories relating to the thesis of competitive strategies and firm performance: a comparative assessment of MTN Ghana and Vodafone Ghana. This consist of literature from journals, books, articles, publication, thesis, and write-ups relating to the topic under review.

2.3 Theories of competitive strategy

This segment provides an explanation of the prevailing theories applicable to the valuation of a concern; competitive techniques and overall organizational performance. Guiding theories could be Porter's (1980) five forces model, the dynamic talent theory by Teece, Pisano and Shuen (1997) and the resourcebased utility view (RBV) theory by Wernerfelt (1984).

2.2.1 Porter's five forces model

The 5 forces model was first proposed by Porter (1980) as a useful theory for comparing the corporate shape of a company in strategic practices. A basic premise of the framework is that organizational strategy should be informed by an assessment of the threats and opportunities affecting the company. Five competitive forces define each industry and market; the risk of new entrants, the risk of substitutes, the bargaining power of providers, the bargaining power of customers, and the competitive dispute between existing players. The goal of a possible organizational method is to adjust these forces in a way that complements the firm's aggressive situation (Chesbrough & Appleyard, 2007).

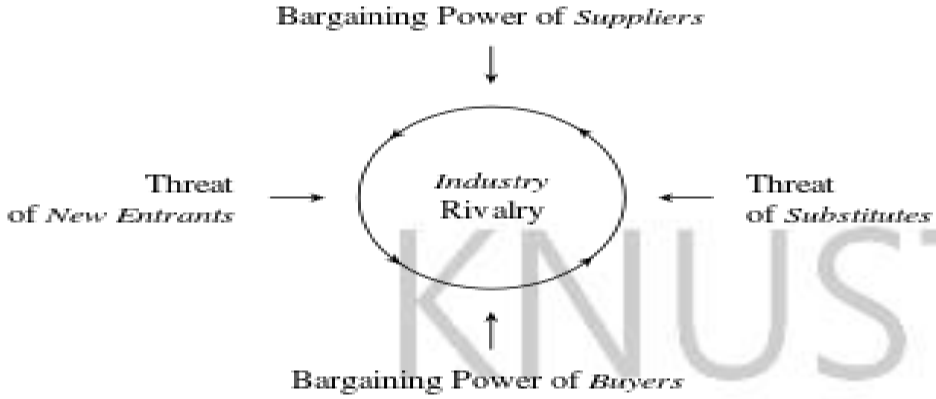


Figure 2.1: Porter's Five Forces Framework Source: Porter (1980)

The threat of new entrants is one of the five forces that assesses the level of competition and potential challenges faced by existing companies in an industry due to the possibility of new competitors entering the market. This force examines the barriers that new entrants may encounter and how those barriers impact the industry's overall attractiveness. It assesses the ease with which new competitors can enter the market and compete with existing companies. If entry barriers are low (e.g., low capital requirements, weak brand loyalty, easy access to distribution channels), the threat of new entrants is high, and existing companies may face increased competition (Grant 2010).

According to Porter (2008), Suppliers' bargaining power refers to their ability to influence the terms and conditions of supply, including prices, quality, and availability of inputs. When suppliers have significant control over these factors and there are limited alternatives, they can exert higher bargaining power, potentially affecting the profitability of industry players.

The bargaining power of buyers relates to the influence customers have over the industry. When buyers have many choices, low switching costs, or the ability to play competitors against each other, they have higher bargaining power. This can lead to pressure on prices and reduced profitability for companies in the industry (Hill & Jones 2019).

According to Porter (2008), threat of substitutes assesses the degree to which alternative products or services can satisfy the same customer needs as those offered by companies in a specific industry. It focuses on understanding how easy it is for customers to switch to substitute products or services, which can affect the demand and profitability of existing industry players. Substitutes are alternative products or services that fulfil the same customer needs. When there are many substitute options available, the threat of substitution is high, and it can limit an industry's pricing power and growth potential Hill & Jones 2019).

According to Porter (2008), the rivalry among existing competitors" is one of the five forces that evaluates the intensity of competition among companies already operating in a specific industry. This force considers the competitive interactions and strategies employed by existing players in the market. This force examines the intensity of competition among existing companies in the industry. High rivalry is often driven by factors such as numerous competitors, slow industry growth, lack of differentiation, and high exit barriers. Intense rivalry can lead to price wars and reduced profitability. Assessing the "Rivalry among Existing Competitors" helps companies understand the competitive landscape in their industry. High rivalry can lead to price wars, reduced profit margins, and intense efforts to gain market share. Companies can respond by focusing on innovation, differentiation, customer service, and effective marketing to gain a competitive advantage over their rivals (Grant 2010).

Grundy (2006) assumes that the 5 forces analysis is the basis of know-how, the energy of the company's current aggressive role, and the energy of the position that the firm pursues. The five forces framework allows organizing industry elegance to providing insights into viability. It then informs choices about whether to enter or leave a given industry or part of the market. Strategic analysts practice the framework to explain the capacity viability of new products and services.

Chesbrough and Appleyard (2007) argue that the framework clarifies the dynamics likely to influence the profitability of male or female firms in a particular industry. The control of companies is subsequently focused on informed decisions on whether to enter a brand-new market, create new goods or increase potential in a given industry. The framework, therefore, publishes selections on which aggressive strategies; differentiation, pricing management approach, or market focus would most affect overall performance. As a result, the five forces framework was transformed to explain the overall consequences of implementing widespread competitive techniques within insurance companies (Grundy, 2006).

The applicability of Porter's Five Forces Model to the study is profound. It provides a framework to understand the competitive dynamics in the telecom industry of Ghana, where MTN Ghana and Vodafone Ghana operate. By assessing the five forces, the study can gain insights into the competitive landscape, the threats, and opportunities faced by these companies. This analysis can inform strategic decisions related to market entry, product development, and pricing strategies, all of which can significantly impact the firms' overall performance.

Porter's model is instrumental for understanding the competitive strategies employed by these telecom companies and how they aim to shape their competitive position within the industry. The study can use this framework to determine which strategies—differentiation, pricing management, or market focus—will be most effective in enhancing the firms' performance. Consequently, Porter's Five Forces Model is a valuable tool for assessing the competitiveness and performance of MTN Ghana and Vodafone Ghana in their respective markets.

2.2.2 Porter's Generic Theory

Porter's Generic Strategies Theory, developed by Michael E. Porter in 1980, is a strategic management framework that outlines three primary generic strategies that businesses can use to gain a sustainable competitive advantage and position themselves within their industry. These strategies help companies achieve a competitive edge and attain superior performance relative to their competitors. The three generic strategies are:

1. Cost Leadership Strategy: In this strategy, a company aims to become the lowest-cost producer or provider of goods or services in its industry. The objective is to offer products or services at a lower cost compared to competitors while maintaining acceptable quality levels. By being cost-efficient, the company can attract price-sensitive customers and potentially dominate the market through economies

of scale, efficient operations, and cost control. This strategy is particularly effective in price-sensitive and highly competitive industries (Porter 2008).

2. Differentiation Strategy: In a differentiation strategy, a company focuses on offering unique and distinct products or services that are perceived as superior by customers. The goal is to create a competitive advantage through features, design, quality, customer service, brand image, or other factors that set the company apart from its rivals. Differentiation allows the company to charge premium prices for its products or services, generating higher profit margins. This strategy is well-suited for industries where customers value uniqueness and are willing to pay extra for differentiated offerings (Grant 2010).

According to Hill & Jones (2019), the focus strategy involves targeting a narrow and specific market segment or niche with specialized products or services. Instead of trying to serve the entire market, the company concentrates its efforts on a particular group of customers or a specific geographical area. By focusing on a smaller market, the company can tailor its offerings to meet the unique needs and preferences of that segment effectively.

3. The focus strategy can either be cost-focused (offering low-cost products/services to the niche) or differentiation-focused (providing highly differentiated products/services to the niche). This strategy is suitable for industries with diverse customer needs or where larger competitors overlook certain market segments (Porter 2008). The porter's widespread strategies theory model were implemented to describe the competitive strategy options which are to be held to enterprise firms, collectively with the qualitative and quantitative measures of company performance. Porter's general techniques version is one of the most used models within the region of competitive approach studies (Onditi, 2018). The differentiation approach calls for a firm to develop provider offers based totally on specific capabilities, which can be precious by customers and perceived as awesome differentiation from the competitors. The distinctiveness of value supplemented sanctions for a premium fee and preserve the highest prices that firm that the fee is borne through the clients and tough for substitutions (Onditi, 2018). Porter said that the differentiation approach can be primarily based on technology, layout or innovation. Porter

argues that aggressive attention within the marketplace is a critical determinant of company profitability in a given enterprise and proper performance as the above-average charge of return is sustained over a duration of years. Consequently, the predominant developments in strategy analysis targeted the link between competitive techniques and the external environment of liberalisation because the extension has received a growing hobby for this examination. Porter (1998) contends that for long-time profits, the opposition techniques of a firm will influence its overall performance. Therefore, in competitive strategy and company overall performance, leaders of corporations broaden competitive techniques which allow them to acquire and preserve a competitive aspect inside the marketplace (Onditi, 2018).

Porter's generic strategies theory also emphasizes on the importance of making clear and deliberate choices about how a company competes in its industry. Each of the three generic strategies offers a different path to success, and the key is to align the chosen strategy with the company's strengths, capabilities, and the demands of the industry and market it operates in. Successful implementation of one of these strategies can lead to a sustainable competitive advantage and improved overall performance for the organization (Hill & Jones 2019).

Porter's Generic Strategies Theory emphasizes the need for companies to make deliberate choices about how they compete in their industry. This aligns with the study's focus on competitive strategies and firm performance. MTN Ghana and Vodafone Ghana can benefit from a clear understanding of which of these generic strategies is most suitable for their specific market conditions and organizational strengths.

Implementing one of these strategies effectively can lead to a sustainable competitive advantage for the telecom companies in Ghana. By aligning their chosen strategy with their unique strengths and the industry's demands, MTN Ghana and Vodafone Ghana can enhance their overall performance and maintain a competitive edge in the market. This theory provides a framework for strategic decisionmaking, which is crucial for the success of these companies in the competitive telecom sector of Ghana.

2.2.3 Dynamic Capabilities Theory

Teece, Pisano, and Shuen (1997) proposed a theory of dynamic capabilities based on the basic assumption that corporations must constantly transform their internal resources in order to obtain sustainable overall performance in an ecosystem defined by a path of never-ending trade and intense competition. . The concern is the effectiveness and efficiency with which an entity integrates, builds, and reconfigures internal and external skills to withstand a rapidly changing environment (Helfat & Peteraf, 2009). Zahra, Sapienza and Davidsson (2006) argue that dynamic capabilities are about gaining and sustaining a company's competitive advantage.

While operational capabilities are approximately top organizational practices, dynamic competencies include the entity's ability to usually create, expand, or regulate its help base to gain long-term competitive advantage (Helfat & Peteraf, 2009). The approach refers to the modification of short-term aggressive states to a long-term aggressive benefit. In the context of mainstream strategies, this concept promotes regular market feedback that leads to product and service improvements either through differentiation or value, as a positive path to superior performance. According to Zahra, Sapienza, and Davidsson (2006), the assimilation of patron notes inside corporate publications transforms strategic things to match brand new strategic guidelines.

Teece (2007) outlines that an employer must be able to profile opportunities and threats and paint towards repositioning the company to take advantage of opportunities and control pressures on the way to building competitive advantage. Consequently, increasing the competitiveness of an organization requires the continuous expansion of tangible and intangible assets through the blending, security and reconfiguration of these assets (Helfat & Peteraf, 2009). Aggressive techniques carried out throughout the company is familiar with the need to beautify the dynamic competence of the company. The principle is applicable to the present observation because it suggests that competitive strategies would undoubtedly have an effect on the overall performance of the company under consideration.

2.2.4 The Resource-Based View Theory

The idea of a useful resource Base View developed with the help of Wernerfelt (1984) as an idea of competitive advantage within a company. Barney (2001) could later refine this concept and it is now widely implemented by agencies to increase competitiveness. The basic premise of this theory is that resources, both tangible and intangible, help to improve a firm's competitive position. Therefore, the competitive aspect of a company can be dictated by its ability to continuously exploit the bundle of valuable tangible or intangible resources at its disposal.

For this reason, proponents of the RBV principle argue that resources play a key role in cultivating a firm's capacity for mature overall corporate performance (Barney & Clark, 2007). Resources, both intangible and tangible, are instrumental in the introduction of competing techniques, which underlines the importance of this principle for the current analysis. Theorists advise that firms should emerge from corporations to create assets of competitive advantage, as opposed to seeking aggressive advantages from an aggressive environment. In essence, the principle shows that aggressive techniques used by a company, whether it is a price management strategy, a differentiation method or market knowledge, can have a beneficial impact on organizational performance (Arend, 2006).

The RBV principle emphasizes the firm's internal assets and talents as the genesis of competitive advantages. Proponents of this principle basically argue that it is much more viable to use the resources available to a company to make as many options as possible within the external environment in a new way, instead of acquiring new capabilities for each new option. Resources constitute much-needed subsidies to facilitate the pursuit of aggressive profit as a result of influencing the direction of organizational performance (Arend, 2006). While tangible resources can eventually be copied, intangible resources remain with society and are difficult to imitate (Galbreath, 2005). Aggressive profit assumes that businesses or corporations have unique resources that they otherwise use to outsmart everyone else in the market.

In line with Barney and Clark (2007), the resource-based view (RBV) holds that by being innovative in providing greater value to customers, a company can face the risk of aggressively gaining profit. The concept of resources as a premise of aggressive benefit confirms the importance of this concept for the research at hand (Barney, 2001). In the context of coverage businesses, which form the focus of the examination, the RBV framework relates particularly to the ability of companies to use their internal assets to expand winning aggressive strategies. The theory subsequently became a useful guide, especially when evaluating the influence of value management strategy, differentiation method and market orientation as key research variables. In essence, the principle applies that these techniques can positively affect the overall performance of companies.

2.3 Competitive Strategies

Competitive strategies include intellectual capital, innovation, and quality, which can all be assets that function as a competitive advantage proposition for firms. Achieving know-how through taking care of an aggressive strategy during the flip affects the movement performance of the overseas unit, and this could favour competitive gain and lead to advanced performance (Pehrsson, 2019; Malika and James 2016). The competitive method enables the development of intellectual capital, which subsequently accelerates the innovation of the organization (Chahal & Bakshi, 2015), in addition to achieving aggressive profit, it is generated using a large (Attiany, 2014). The consensus of many authors understood that intellectual capital is a strategic resource for organizations that ends up with competitive advantages (Isabel, 2017). Competitive techniques are the basis of a company's success or failure, which corporations today largely benefit from. Aggressive strategies are obviously key because they provide corporations with aggressive profit that can impact company performance.

In line with Porter (2007), competitive strategies are basically long-term plans of a company that seeks to create a sustainable competitive advantage over industry competition. The pursuit of competitive techniques aims to build a protective position in the business and create an advanced return on investment. They may be concerned about the specifics of the control sports plan to compete properly and achieve an aggressive aspect against competitors (Akan, Allen, Helms, & Spralls III, 2006). Competitive strategies pursued with the help of companies include price leadership strategy, differentiation approach, and recognition approach and knowledge differentiation method. The path of distinguishing between these aggressive techniques is guided by important considerations. They are; whether or not the firm's market target is large or narrow, and whether the firm seeks a competitive advantage associated with low fees or product differentiation (Johnson, 2016).

Under the value leadership method, the firm seeks or aims to position itself as the producer with the lowest fees in the industry (Porter, 2007). This is realized by using large-scale production, which brings the blessing of economies of scale. Various low-cost positioning methods include accelerated ability utilization, value manipulation, distribution performance, community facilities, and overproduction implementation. Under the differentiation method, the firm continues the specific functions of its products (Ormanidhi & Stringa, 2008). The primary intent of differentiation is to gain market control. Differentiated goods always attract the highest rate for products because of high-priced features. Some of the dimensions used to obtain a differentiation strategy include superior brand quality, use of various distribution channels, and regular promotional support.

Differentiation can be entirely based on many aspects which include product difference, advertising, employees, place and generation (Johnson, 2016). In step with Barney (2014), differentiation acknowledges the fact that customers are too sharp and widely dispersed, with different wants and decent purchasing power. Thus, clients no longer have to decide directly on the rate, but also on various competitive non-price elements or variable promotions. Thus, if clients perceive the value of the firm's offering, they will be much less sensitive to aspects of competitive benefits. The goal of differentiation is to develop a function that customers find accurate, completely based on a certain characteristic that satisfies this magnificence of customers (Porter, 2007).

In the price knowledge method, the firm focuses on unique market segments and continues to reduce product charges in selected segments (Ormanidhi & Stringa, 2008). This serves the business enough to please consumers and gain recognition. Through this method, the company offers merchandise focused on precise social training, profit-level niche targets, discriminatory selling practices, and targeting specific demographics.

Under knowledge differentiation, a firm tries to differentiate itself from one or two competitors by targeting specific segments with uniquely differentiated products. As a clear advertising strategy in the area of interest, recognition differentiation serves to satisfy the needs of frontier customers who seek to purchase competitors' products only because of a lack of small capabilities (Graham, 2008). It’s a very clear advertising approach. A strategy focused on differentiation is based on plans for comfortable competitive gain by giving niche individuals a product that they perceive to suit their very specific tastes and preferences. The focused differentiation method relies on the life of a customer segment that seeks unique product attributes or salesperson capabilities, and the company's ability to stand apart from competitors competing in the same target market. The method may also include tailoring the product to the shape of the selected part, taking into account different social classes, selling prestige and different physiological components of the market (Johnson, 2016).

2.4 Origin of Porter's three Generic strategies.

"Empirical research on the impact of advertising approach on profits has shown that corporations with high market share are often quite profitable, but so were many companies with low market share. The least valuable companies were those with moderate market share. This is now and again called the hollow in the centre. Michael Porter clarified this by saying that corporations with excessive market share were successful because they applied a value management approach, and companies with a low market percentage were successful because they used market segmentation to gain recognition in a small but valuable niche in the market. The companies in the middle were less profitable because they no longer had popular access possible. Porter suggested that the combination of more than one strategy is a success in the most skilful case. Combining a market segmentation approach with a product differentiation approach has become visible as an effective way to align a company's product approach (supply) with the characteristics of your target market segments (demand). But combinations such as value management with product differentiation have proven difficult (but no longer impossible) to enact due to the ability to wage a war between fee minimization and the extra cost of cost differentiation. Whereas at the time empirical research showed that organizations pursuing both differentiation and lowvalue strategies could be more successful than agencies using the simplest method. Michael Porter, (1980).

2.4.1 Cost leadership strategy

"This method involves the firm winning marketplace share by using attractive to price-conscious or ratetouchy customers. This is executed with the aid of having the bottom costs inside the target marketplace segment or at the least the bottom charge-to-cost ratio (price compared to what customers acquire). To be triumphant at supplying the bottom price whilst nonetheless attaining profitability and a high return on funding, the firm ought to be capable of performing at a decreased cost than its opponents. There are

3 main approaches to achieving this. (Michael Porter, 1980)."

"The primary technique is attaining excessive asset utilization. In carrier industries, this will suggest for example an eating place that turns tables around very quickly or an airline that turns around flights very fast. Manufacturing, it'll contain the production of high volumes of output. Those processes mean fixed prices are spread over a bigger quantity of gadgets of the services or products, resulting in a lower unit fee, i.e., the firm hopes to take gain economies of scale and revel in curve effects. For business companies, mass production will become both an approach and an end in itself. Better degrees of output each requires and bring about excessive market share, and create an entry barrier to ability competitors, who may be unable to gain the scale important to healthy the firm's low expenses and expenses."

"The second dimension is reaching low direct and indirect working charges. This is achieved by way of presenting excessive volumes of standardized products, providing primary no-frills merchandise and restricting customization and personalization of service. Manufacturing fees are kept low by the use of fewer components, the usage of preferred additives, and proscribing the variety of fashions produced to ensure larger manufacturing runs. Overheads are stored low by means of paying low wages, finding premises in low lease areas, setting up a value-conscious tradition, and so forth. Retaining this approach requires a continuous look for price reductions in all factors of the business. This will encompass outsourcing, controlling production charges, increasing asset capability utilization, and minimizing other fees along with distribution, R&D and marketing. The related distribution strategy is to attain the most giant distribution viable. Promotional approach regularly entails trying to make a virtue out of low fee product capabilities."

"The 1/3 size is control over the fee chain encompassing all useful organizations (finance, supply/procurement, advertising, inventory, statistics era and so on.). To make certain low expenses. For delivery/procurement chain this could be executed by way of bulk shopping for to experience amount discounts, squeezing providers on rate, instituting competitive bidding for contracts, operating with companies to maintain inventories low the use of methods including just-in-Time purchasing or vendormanaged inventory. Wal-Mart is well-known for squeezing its providers to make certain low charges for its items. Different procurement advantages should come from preferential get entry of uncooked materials or backward integration. Backward integration is a form of vertical integration in which a customer of uncooked substances acquires its suppliers, or units up its personal centres to ensure a more reliable or price-effective deliver of inputs."

Consider that in case you are in control of all user groups that are appropriate for fee management; in case you are simplest in control of 1 useful organization, this is differentiation. Value leadership strategies are most effective possible for big firms with the possibility to experience economies of scale and big manufacturing volumes and large market proportion. Small businesses can be fee recognition now not fee leaders in the event that they enjoy any benefits conducive to low prices. for instance, a neighbourhood eating place in a low lease location can appeal to price-sensitive clients if it gives a constrained menu, fast desk turnover and employs a body of workers on a minimal salary. Innovation of products or processes may also enable a start-up or small enterprise to provide a cheaper product or service where incumbents' prices and costs have come to be too excessive. An instance is the success of low-price finances airways who despite having fewer planes than the fundamental airlines, had been capable of reap market percentage increase by means of presenting reasonably-priced, no-frills services at fees much less expensive than the ones of the larger incumbents. At the beginning for low-price price range, airways choose to perform in cost recognition strategies but later whilst the marketplace develops, huge airways started to provide same low-cost attributes, value consciousness have become value leadership!"

"A cost management method has the downside of lower consumer loyalty, as fee-touchy customers will switch as soon as a lower-priced replacement is available. Recognition as a value leader can also bring about recognition for low satisfaction, which may additionally make it difficult for a company to rebrand itself or its products if it chooses to shift to a differentiation method in future."

2.4.2. Differentiation strategy

“Differentiate products/services in some way so they can compete effectively. Examples of successful use of the differentiation method are Hero, Honda, Asian Paints, HUL, Nike athletic shoes (image and brand logo), BMW institution vehicles, Perstorp Bioproducts, Apple pc (product design), Mercedes-Benz cars and the Renault-Nissan Alliance."

“From Michael Porter's (1980) point of view, a differentiation strategy is appropriate where the target buyer segment is not sensitive to size, the market is aggressive or saturated, customers have very unique wants that are likely to be unsatisfied, and the company has unique the resources and capabilities that enable it to fulfil these desires in approaches that are difficult to replicate. These should include patents or other intellectual property (IP), unique technical information (e.g., Apple's layout capabilities or Pixar's animation capabilities), skilled employees (e.g., big-name sports team players or a brokerage firm's megastar buyers), or innovative techniques. Successful differentiation is shown when the company achieves both a premium charge for the service or product, increased unit sales, or customer loyalty to purchase the employer's services or products (emblem loyalty). Differentiation drives profitability while the established product fee outweighs the delivered service or product subscription fee, but it is of no use when its strength can be easily replicated through its competitors. Managing the emblem hit also leads to a perceived speciality, even if the physical product is the same as the competition. In this way, Chiquita changed to emblem bananas, Starbucks might want to emblem espresso, and Nike might emblem shoes. Fashion manufacturers depend heavily on this form of photo resolution.”

"The differentiation method is not always suitable for small groups. It is more suitable for large groups. Use differentiation with attributes at some point of great depth in any single or many functional agencies (finance, purchasing, advertising, inventory, etc.). For example, trendy electric uses financial functions to differentiate. You can do this in isolation from different strategies or together with cognitive techniques (which requires more initial funding). It provides the distinct advantage of using a differentiation strategy (for large organizations) in conjunction with price awareness strategies or attention differentiation strategies. The case for Coca-Cola and Royal Crown drinks is an ideal model for this. (Michael Porter, 1980).

2.4.3 Variants on the differentiation strategy

"Michael Porter (1980) argues that the shareholder value model asserts that the timing of the use of specialized information can create a differentiation profit as long as understanding remains accurate. This model suggests that clients purchase services or products from a business to gain access to its specific expertise. Profit is static, not dynamic because the purchase is a one-time event."

"The unlimited resource model uses a large resource base that allows a company to outsmart the competition through an approach to differentiation. An agency with more resources can manage risk and retain more profits without difficulty than an agency with fewer resources. This provides the most effective quick gain. If a company lacks the capacity for sustained innovation, it will not maintain its aggressive position now over time."

2.4.4 Focus strategies

"According to Michael Porter (1980), this measurement is not always a standalone approach for large companies due to small market conditions. Massive companies that choose to pursue differentiation strategies may also choose to use them in conjunction with targeting techniques (either value or differentiation). Then again, this is definitely a suitable technique for small corporations especially those who want to avoid competing with the massive ones."

"When adopting a narrow focus, a business preferentially concentrates on certain target markets (additionally referred to as a segmentation approach or niche approach). Those must be amazing for organizations with specialized needs. The choice to provide low fees or differentiated goods/services must rely on the wishes of the selected segment and the company's resources and competencies. By miles, you hope that by focusing your marketing efforts on one or narrow market segments and tailoring your advertising mix to those niche markets, you can better meet the desires of that target market. Typically, the firm appears to benefit from aggressive profit-making through product innovation and/or brand advertising rather than efficiency. A centred strategy must focus on market segments that may be much less threatened by substitutes or where competition is weakest in order to earn the aforementioned return on investment."

2.4.5 Customer relationship management strategy

According to Peelen and Beltman, (2013). Relationship Management (CRM) strategy is a business approach that focuses on managing and nurturing relationships with customers to enhance customer satisfaction, loyalty, and ultimately, improve overall business performance. CRM strategies involve using technology, data, and customer insights to effectively interact with customers, provide personalized experiences, and build long-term relationships. Effective implementation of a CRM strategy can lead to several benefits, including increased customer retention, improved customer loyalty, higher customer lifetime value, enhanced customer satisfaction, and better business performance. It helps companies build strong and lasting relationships with their customers, which is crucial in today's competitive business landscape

2.4.6 Offensive marketing strategy

Offensive marketing strategy is a proactive approach that involves assertive and aggressive actions taken by a company to gain a competitive advantage and challenge its rivals in the market. The goal of offensive marketing is to capture a larger market share, expand the customer base, and position the company more favourably against competitors. Offensive strategies are typically deployed when a company identifies opportunities for growth and aims to disrupt the status quo (Wagner and Bode 2006). While the offensive marketing strategies can yield significant benefits, they also come with risks. Aggressive tactics may trigger retaliation from competitors, and success depends on the company's ability to execute these strategies effectively. Offensive marketing should be based on thorough market analysis, understanding customer needs, and assessing the competitive landscape.

2.4.7 Defensive marketing strategy

A defensive marketing strategy is a set of actions and tactics taken by a company to protect its market position and minimize the impact of competitive threats or changes in the market environment. The primary objective of defensive marketing is to maintain the company's existing customer base, brand reputation, and market share in the face of challenges from competitors or external factors. A defensive marketing strategy aims to shield the company from threats and preserve its market position, customer base, and profitability. It involves closely monitoring the competitive landscape, understanding customer preferences, and proactively addressing any weaknesses or vulnerabilities. Defensive measures are often employed alongside offensive marketing strategies to create a comprehensive and balanced approach to managing the market competition (Sisodia et al. 2002).

2.5 Competitive strategies and firm performance

Domestic and global markets such as liberalization have changed consumer demand patterns. The nonexceptional factors of aggressive techniques have largely contributed to the increase in the company's performance. As a result, competitive techniques of intellectual capital, innovation and first-class quality are compelling in driving a company to aggressive profit. The ingredients that can enhance the overall performance of a business include human capital, structural capital and relational capital (Karimi, 2012). In addition, innovation is the most important dynamic that enables SMEs to be highly competitive in the national and global markets (Minna 2016). It develops the large monetary performance of SMEs worldwide (Beyza, Ta, & Apak, 2014). Likewise, the ability to differentiate its offerings in a highly aggressive environment (Satapathy, 2014) is a top priority for a firm, which is critical to the fulfilment and survival of firms that understand the importance of producing and protecting their customers (Owusu-Frimpong & Nwankwo, 2012).

A method is a set of choices and actions that managers make and undertake to achieve better organizational performance compared to competitors (Parthasarthy, 2007). Firm-stage techniques are significant in explaining variations in firm profitability and long-term overall performance (Beard and Dess, 1981). Porter's version of the aggressive method is considered in this investigation due to its reputation, well-described shape, clarity of aggressive strategies, simplicity and generality, and the way it improves various processes for mixture-level evaluation (Ormanidhi and Stringa, 2008). The two most important typologies are charge leadership and differentiation. Targeted value leadership and targeted differentiation are excluded in this view. Targeted cost leadership and targeted differentiation strategies focus on lean product or market segments and are appropriate for resource-constrained groups serving niche markets. Therefore, targeted techniques are not considered in this view.

A value management approach is an integrated set of steps taken to deliver items or offerings with specific capabilities that are sold to clients at the lowest competitive price or reduced cost to achieve superior profitability. Dess and Davis (1984) found that the overall low-cost cluster had the best average return on assets. Power and Hahn (2004) find that a charge leadership strategy provides a statistically significant increase in performance. Allen and Helms (2006) discovered that cost management strategy relates to overall organizational performance.

A differentiation strategy is an integrated set of steps taken to provide items or services (at an appropriate price) that customers perceive as exceptional in ways that can be essential to them. See the Profitable Impact of Advertising Method (PIMS) with Phillips et al. (1983) reveals a large and overwhelming dating between differentiation and market share. Firms choose between two firm-level techniques for setting up and protecting their preferred strategic position in opposition to rivals. In addition, some research has found that companies choose fee management as a competitive method to embellish the overall performance of the firm. A number of studies have found that companies that choose differentiation as an aggressive approach outperform their competition.

2.6 Kotler and Singh's competitive market strategy

Kotler (1975) first focused on how the most effective advertising method may depend on a firm's market share by looking to market leaders. At the time, conventional know-how warned that higher market share had improved. Paintings on the experience curve by way of the Boston Consulting Group (1972) suggested that one way to get sustainable fee revenue turned into racing the enjoyment curve was by getting an early high market share. The benefits of a higher percentage market share were considered supported over time using empirical evidence from Buzzell and Gale (1987). Kotler mentioned that rewards in earnings sentences can further decrease as share increases, depending on the cost of obtaining that share. Furthermore, risk developed probably with a higher percentage due to external competitive elements (possible access), regulatory elements (monopoly controls) and customer elements (client foyer corporations). This led him to recommend a method for determining the optimal share in a given state of affairs (based entirely on returns to the expanded share, attention-sharing fee, and changes in a hazard).

Due to the subsequent method that emerged from this evaluation, Kotler suggested more than a few strategies maximize returns for percentage improvement, proportion maintenance, and percentage reduction strategies.

Kotler went on to remember strategies for market followers; these are the corporations with the second largest percentage of the market. Kotler (1980) considered cases where it is far-fetched for the follower to try to take a percentage from the market leader ("direct attack"), and when it concentrates on smaller corporations, it creates a peculiar feeling ("guppy" strategy). The third form of approach he suggested is the "backdoor method", where the follower tries to redefine the rules of the class (a method that eventually gained popularity in the strategy literature as the "escape approach"). Kotler (1980) cautioned against evaluating a firm's relative strengths and weaknesses compared to all competitors in terms of both fee systems (and therefore fees) and quality. Kotler stands in contrast to Porter's (1980) admonition to "not get stuck in the middle" and foreshadows the later popularity of price curves as a method of alternating patron utility (differentiation) as opposed to commission value (low price) (Kim and Mauborgne 2004).

Kotler's very last paintings in the place of strategies relating to marketplace proportion proposed a typology of proportion guarding and development strategies (Kotler and Singh 1981). Drawing closely on analogies to military conflict, Kotler and Singh mentioned offensive and defensive strategies as well as outlined situations in which they were likely to be successful. An attack can be direct ("Frontal"), flanking ("Flanking"), on multiple fronts ("Encirclement"), opportunistic ("Guerrilla") or in a unique area ("Bypass"). somewhat analogously, the defence can be through a fixed piece ("role defence"), adaptive ("cellular"), through a first strike ("pre-emptive"), flanking ("encirclement"), counterattack ("counteroffensive") or with the help of a partial retreat ("Strategic Withdrawal"). In considering the likely effectiveness of these techniques, Kotler and Singh (1981) now mentioned not the best internal abilities needed to perform them, but additionally the environment and likely oppositional reactions that might favour each.

These works, like so much of Kotler's work, have now not only spurred the improvement of the educational concept within market share strategies, but because of their readability and applicability, they have additionally become widely accepted in the industry by market leaders and corporations aspiring to improve. Their positions in their industries.

2.7 Challenges involved in the implementation of competitive strategies

Joe (2010), a well-known publisher of strategic plans, said that an agency's top-notch strategic plan is not the number one determinant of achieving goals. The number one ingredient is that success depends on execution. He stated the following as challenging situations that businesses face when implementing strategies.

2.7.1 Poor prioritization

Not every goal can be a top priority; companies set themselves up for failure by treating everyone as if they were equal. Companies lack the strength or recognition to deal with too many wishes at once. Even assuming the potential exists to deal with an unlimited amount of work involved in realizing strategic dreams - it's a bad idea to make it too big. The very last tally of more than five dreams of an overall plan is simply too much for most companies. In addition, many factors of the plan can be the essential components that want to be in the region before the various dreams can be placed into realization.

2.7.2 Lack of detailed planning

Most firms avoid entering information about creating plans and may choose to have someone else write the mess. The problem is that when it comes to execution and achieving goals, information about execution tactics is just as important as the approach. Making accurate plans means breaking the work into smaller parts. It is much easier to solve a small puzzle than to set out to solve a big puzzle. Making accurate plans works the same way. Human beings accomplish paintings extremely successfully when we break down complex tasks into smaller groupings of related tasks.

2.7.3 Poor communication and coordination

When we are not enlightened about what is expected of us, we do absolutely brilliantly and follow our instincts to make the process as classy as we want it to be, this is why verbalizing the details of the plan is so critical. In addition, we should ensure that anyone in the group knows the whole picture well. The inability to speak and educate is a big part of effective execution. Personnel who are responsible and accountable for their scope of execution of the plan must understand what needs to be done, when, and how it will affect the overall outcome.

2.7.4 Strategy and culture misalignment

Strategic implementation cannot be planned regardless of the organization's tradition. The implementation of a strategic goal is a form of alternative management of the organization. The strategy of strategy implementation is no longer best influenced by the organizational structure, but also by the values and social habits of the company's way of life.

2.7.5 Government policy

Government policies can present both challenges and opportunities for businesses when implementing competitive strategies. While some policies may support and encourage business growth, others can create barriers and constraints that hinder a company's ability to execute its competitive strategies effectively. Some of the challenges associated with government policies in the implementation of competitive strategies include: regulatory compliance, taxation and financial policies, trade policies, intellectual property protection, industry-specific regulations, subsidies and incentives as well as environmental regulations could affect the implementation of competitive strategies (Henisz and Zelner, 2005).

2.7.6 Capital requirement

Capital requirement is indeed a significant challenge that businesses may face when implementing competitive strategies. The level of capital needed to execute strategic initiatives can impact a company's ability to pursue certain strategies effectively and achieve its desired objectives. The capital requirements that can pose challenges in the implementation of competitive strategies consist of investment in Innovation, market expansion, acquisitions and mergers, marketing and branding, capacity expansion, talent acquisition and training, and risk management (Gaba & Palsule-Desai 2008).

2.8 Competitive practices

Today's strong competitive practice no longer allows companies to function as before. Most successful groups within the element have failed in the environment of modern commercial enterprises. Their management has not implemented strategies or practices that match the current competition.

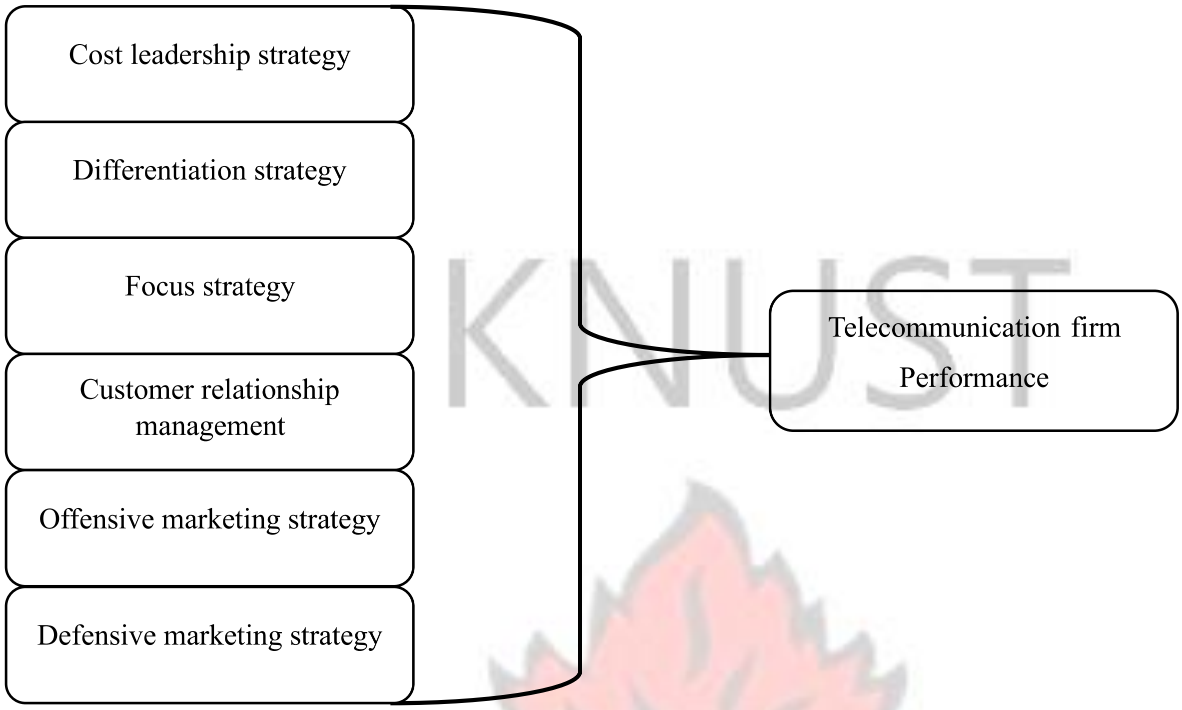
Once the firm has identified and listed its strengths and weaknesses, it wishes to describe the environment in which it operates, for this reason, the product market, competitive and environmental scenario. The external environment represents both a closing constraint and an opportunity for the company's freedom of movement. Additionally, given that it's not unusual for all competitors who perceive it to be pleasant to use this information as a source of aggressive profit.

In line with Day and Wensiely (1998), firms that emphasize competitive assessment: "Watch fees closely, adapt quickly to competitors' advertising initiatives, and look at their sustainable side in technology". Managers closely monitor market share and accepted or misplaced contracts to encounter adjustments in an aggressive position". On the other hand, customers pay relatively little attention to these criteria and emphasize satisfactory consumer relations.

He sees competitive advantage (or distributional competence) as stemming from both superior skills and superior assets that give rise to positional advantages in terms of either advanced price for patrons or reduced relative price with performance outcomes in terms of pleasure, loyalty, share in the market and the profitability which is then reinvested to maintain and improve the original source profitability.

Conceptual review

The process of how Porter's generic strategies impact on firm performance



Researches construct 2023

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

"In line with Saunders et al (2009), a research technique is a standard blueprint for how researchers move about answering a research question to the researcher's selection of procedures to record the series of qualitative, quantitative. This chapter offers details on the appropriate methodology software and equipment hired to conduct the research. The technique provides information on the overall design framework of the observation, emphasizing research design, population view, sample size and sampling technique, source of records, information series tool, and approach to fact analysis."

3.2 Research approach

According to Jebreen (2012), a method of studies is a plan and method that involves steps of broad assumptions to a certain approach to a set of facts, analysis and interpretation. Therefore, it is primarily based on the nature of the solved research problem. Jebreen 2012 added that research technique is largely divided into record collection approach and analysis method."

The researcher collected participants meaning, focuses on a single concept, bring personal value into the study, study the context or setting of participants, validate the accuracy of findings, make interpretations of the data, create an agenda for change, and collaborate with the participant, identify variables, relates variables in question, observe and measure information numerically, uses unbiased approach, employ statistical procedure and collect quantitative data."

The research approach that used for the research purpose was the deductive research approach. According to this approach, researchers translate into the use of statistical analysis to make the connection between what is known and what can be learned by research Trochim 2000. Deductive approach is popularly used as it enables the researches to develop a theoretical framework and test it thereby concluding a specific conclusion Soiferman 2010. Closed-ended questions were used to predetermine into numeric data."

3.3 Research design

In line with Saunders et al., (2008) a research design is a control plan for the studies they focus on, in which there are specific methods and processes for analysing the series of records to be collected. Cassel and Simon (2004) argued that research design is an argument for taking logical steps to link research questions and problems with statistical series, analysis and interpretation in a coherent manner.

A research design encompasses the descriptive design, exploratory design and the explanatory design. The descriptive design is use when the researcher wants to describe the findings in nature. The exploratory design is used on the bases of the researcher exploring much from the research respondents. This is most base on qualitative research and the explanatory design is used in to assess a phenomenon. Explanatory design is employed to assess patterns and formulate hypotheses in a particular phenomenon. By helping to clarify and understand why certain events or patterns occur. The research design used for this view is the descriptive studies technique. This allows both implicit and explicit representation to be explored. This view was designed as a case study that focused on competitive strategies on firm performance: a comparative assessment of MTN Ghana and Vodafone Ghana. The questions raised in the research were expressed through the collection and evaluation of records from the sector.

3.4 Sources of data

The record collection approach used for the study involved primary statistics. For this form of facts, their sources and the devices to be used in gathering them are mentioned as follows:

3.4.1 Primary data

Questionnaires were used for data collection. While the structured questionnaires served to obtain an unbiased opinion of the respondents, the interviews will serve to clarify some unclear questions. These data collection tools made it very convenient for the respondents to provide the data needed for the analysis.

3.5 Study population

Population may be considered as the total number of all units of the phenomenon to be investigated that exist in the area of investigation (Kumekpor, 2002). According to Kothari (2014), a population consists of all items in any field of inquiry. In view of this, the researcher selected Managers, Marketing Managers and Marketing Executives of both Vodafone and MTN. Therefore, the study population is 378 respondents."

3.6 Sample size

Mouton (1996) defined a sample as elements selected with the intention of finding out something about the total population from which they are taken. From the researcher's perspective sampling is referred to as the deliberate choice of a number of people; the sample provides data from which to draw conclusions about some larger groups of the population, to whom these people represent."

This becomes necessary because the entire population cannot be studied due to the size, time constraints, cost and inaccessibility. The Krejcie and Morgan 1970 statistical formular was used.

S=$x^2NP(1-P) \div d^2(N-1) + x^2P(1-P)$ S=required sample size x^2= The table value of chi-square for 1 degree of freedom at the desired confidence level (3.841) N= The population size

P= The population proportion (assumed to be .50 since this would provide the maximum sample size)

d= The degree of accuracy expressed as a proportion (.05).

3.841(378X0.50) (1-0.50) ÷0.05^2 (378-1) +3.841(0.50) (1-0.50)

3.841(189-94.5) ÷0.0025(378-1) +3.841(0.5-0.25)

(725.949-362.975) ÷(0.945-0.0025) +(1.921-0.960)

362.974÷(0.943+0.961)

362.98÷1.904

190.641

Based on krejcie and Morgan's statistical formula the sample size is 191 on each telco institution

3.7 Sampling technique

In order to ensure complete and reliable information on how and when strategy implementation effectiveness influences performance, the study adopted non-probability sampling techniques but based on convenient sampling technique from which data is gathered. The researcher's justification of the convenient sampling techniques was motivated by the fact that the strategy is specific and therefore marketing experts on their convenience time with requisite experience is required in order to achieve data that is reliable. In this instance, the researcher used samples from branch managers, marketing managers and marketing MTN and Vodafone Ghana limited for compilation.

3.8 Research methodology

There are two basic methods for collecting the data namely qualitative methods, and quantitative methods (Brynard & Hanekom, 2015). Quantitative research follows systematic measurement and statistical analysis, whereas qualitative research scientifically explains events, individuals, and matters associated with them. Most research projects, however, use both methods, and both follow an ordered, planned and disciplined system of action (Fox &Bayat, 2017)."

The researcher hires the use of quantitative method to focus on how and when competitive strategies and firm performance: a comparative assessment of MTN Ghana and Vodafone Ghana with the use of questionnaire given to respondents to answer to get data.

3.9. Data collection instrument

Primary data are those data obtained from the field through survey, experiment and observation. For the purpose of this research, a survey was used by the researcher with the aid of questionnaires. Questionnaires were distributed to the managers, marketing managers and marketing executives of MTN and Vodafone Ghana in the Ashanti region as well as a personal interview to obtain accurately and not altered information."

Secondary data are information that had been previously gathered for some purpose other than the current research project from Wilson, (2006) argument. Secondary data are collected rapidly and easily, at a relatively low cost, and in a short time Malhotra, (2007) perspective. The researcher acquired data such as company profiles to serve as a complement to the personal interview from the company's website. The secondary data sources had been in academic books and internet, journals, library textbooks, government documents and other publications relevant to the subject matter."

3.10 Data analysis method

Data analysis is the process of using instruments, programs and other techniques to interpret the raw data collected. The collected data from management and staff were first edited to ensure consistency.

Statistical package for social sciences (SPSS) was used to analyse the data collected for the study. Presentation of data was also in tables, bar charts and other statistical diagrams. It comprises the examination of all data with primary and secondary sources to check for relevance and reliability. Conclusions were drawn solely from the data so obtained. The researcher finds out whether the research findings were consistent, or inconsistent the literature review."

3.11 Validity and reliability

Validity determines whether the research truly measures data intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others (Joppe, 2000)

Joppe, (2000), also defined reliability as "The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable". With this study, I can emphatically state that the information that will be gotten from the study is reliable and valid for further researchers; banking institutions who want to focus on how and when marketing strategy implementation effectiveness influences on marketing performance to improve their operations."

3.12 Ethical considerations

A letter will be taken from the Kwame Nkrumah University of Science and Technology Business School to the study area to gain a formal consent from managers, marketing managers, marketing executives and the institution as a whole. A thorough explanation of the purpose and importance of the whole study will be given to the research participants. Study participants will be given the opportunity to ask questions and share concerns. Their questions and concerns will be addressed and clarified accordingly.

Participants will be assured that data obtained will be used for the purpose of the research work only. Confidentiality will be ensured and also names of interviewees will not be attached to contributions made to the research work."

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.0 Introduction

The information used for this study was primarily collected from field (staff of MTN and Vodafone) to provide answers to the research questions and also draw conclusion for the study. This section is presented in three categories; the first category presents the demographic of the respondents. The second part shows the reliability and validity of the constructs, the descriptive statistics of the latent variables for both MTN and Vodafone, and the regression and correlation analysis to show the strengths, relationship and impact on organizational performance. The third part presents the results obtained from the analysis.

4.1 Response Rate

In all, four hundred and five (405) questionnaires were printed. Out of this total, 205 and 200 questionnaires were administered on managers of MTN and Vodafone respectively. A total of 203 and 197 questionnaires were received from MTN and Vodafone respectively. Out of the total questionnaires received from each telco company, 191 questionnaires from each telco company were used for the study. See table 4.1.

Table 4.1 Response Rate.

Item	Frequency		Percentage	
	MTN	Vodafone	MTN	Vodafone
Questionnaires Distributed	205	200	100	100
Questionnaires received	203	197	99.0	98.5
Questionnaires used	191	191	93.2	97.0

Field survey, 2023.

4.2 Demographics of the Respondents and Backgrounds of Firms

The main information obtained from the respondents are; Sex, Age, Education, Respondents position, Firm type, Age of firm and Number of employees. The result is shown in table 4.2 below.

Table 4.2 Demographic of Respondents

Variable	Items	Frequency		Percentage (%)	
		MTN	**Vodafone**	**MTN**	**Vodafone**
Sex	Male	96	88	50.3	46.1
	Female	95	103	49.7	53.9
Age of respondents	Less than 20	10	16	5.2	8.4
	20-29years	75	75	39.2	39.2
	30-39years	77	84	39.4	44
	40 and above	31	16	16.2	8.4

Education of Respondents	HND	12	21	6.3	11.0
	Degree	102	123	53.4	64.0
	Masters	71	44	37.2	23.0
	PHD	6	3	3.1	2.0
Respondents Position	Low-level Management	57	61	29.8	32.0
	Middle-Level	72	84	37.7	44.0
	Top-Level Management	62	46	32.5	24.0

Field survey, 2023.

4.1.1 Sex

From the table above, it is clearly established that; out of the total of 191 respondents from each telco company, MTN had 96 (50.3%) males and 95 (49.7%) females. On the other hand, Vodafone had 88 (46.1%) males and 103 (53.9%) females. This shows that more females from Vodafone participated in the study than MTN.

4.1.2 Age of Respondents.

Out of the total of 191 respondents from each company (MTN and Vodafone), both MTN and Vodafone had 10(5.2%) and 16(8.4%) employees with ages less than 20 years. For employees between 20-29years, MTN and Vodafone both had 75 constituting 39.2%. For employees between 30-39years, MTN had 77(33.4%) and Vodafone 84(44%). For ages above 40, MTN had 31(16.2%) and Vodafone 16(8.4%). This depicts that majority of the employees in the two companies are within the ages 30-39 years.

4.1.3 Education of Respondents.

From the total of 191 respondents from each telco company. MTN and Vodafone had 12(6.3%) and 21(11.0%) employees with HND certificates. For employees with first degree, MTN had 102(53.4%) and Vodafone had 123 constituting 64.0%. For Master's degree, MTN had 71(37.2%) and Vodafone 44(23.0%). For employees with PHD, MTN had 6(3.1%) and Vodafone 2(2.0%). This depicts that majority of the employees in the two companies were 1st degree holders.

4.1.4 Respondents Position.

This study interviewed 57(29.8%) and 61(32.0%) low-level employees from MTN and Vodafone respectively. Middle-Level Management employees were 72(37.7%) from MTN and 84(44.0%) from Vodafone. For Top-level management employees, MTN had 62(32.5%) and Vodafone had 46(24.0%). This depicts that majority of respondents for this study were Middle-Level employees.

4.3 Reliability and Validity Test.

In measuring the constructs, Reliability and Validity test are very instrumental. Thus, the validity test measures the exactness of the variables used in the study while the reliability test is employed by researchers to measure uniformity or consistency of the variables under investigation.

According to Hair et al., (2013), the acceptable threshold for the Cronbach alpha coefficients should be 0.7 and above. All values below this threshold are said to be inaccurate or erroneous. To do this, the researcher piloted test on all the 191 responses from each telco company (MTN and Vodafone) and the results revealed that all the coefficient values for the Cronbach alpha were above the acceptable threshold of 0.7. Hence, the measures for the constructs were found reliable. See table 4.3 below.

Table 4.3 Cronbach Alpha

Construct	Number of Items	Cronbach Alpha	
		MTN	Vodafone
Competitive Strategy (CS)	6	0.834	0.814
Challenges to Strategy (CSI)	6	0.710	0.791
Firm Performance (FP)	6	0.813	0.826

Field survey, 2023.

From the table above, it is clearly established that the coefficient values for Cronbach alpha ranges from 0.7 - 0.8 for both data from MTN and Vodafone. This indicates that the values were all above the threshold of 0.7 confirming that the constructs used for the study were reliable.

4.4 Kaiser-Meyer-Olkin (KMO) Barlet's Test (BT)

To weigh the sampling tolerability of the models and information obtained from the two telco companies, the researcher again employs Kaiser-Meyer-Olkin (KMO) Barlet's Test (BT). This test gives a minimum threshold of 0.5 as a requirement for proceeding to factor analysis. Table 4.5 and 4.6 give the results of KMO and BT test for each telco company (MTN and Vodafone).

Table 4.4 Kaiser-Meyer-Olkin (KMO) Barlet's Test (BT) for MTN.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.639
Bartlett's Test of Sphericity	Approx. Chi-Square	129.572
	df	3
	Sig.	.000

Field survey, 2023.

Table 4.5 Kaiser-Meyer-Olkin (KMO) Barlet's Test (BT) for Vodafone.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.795
Bartlett's Test of Sphericity	Approx. Chi-Square	134.209
	df	3
	Sig.	.000

Field survey, 2023.

From tables 4.5 and 4.6 above, it is seen that Kaiser-Meyer-Olkin sampling adequacy value for MTN and Vodafone were 0.639 and 0.795 respectively. The values obtained were above the minimum threshold of 0.5 for proceeding to factor analysis. Again, the BT values obtained for both MTN and Vodafone were significant at value 0.000.

4.6 Factor Loading Analysis, Composite Reliability and Average Variable Extract (AVE).

The variables for both MTN and Vodafone were subject to Factor Loading Analysis and the results proved that all the factor loading values for both MTN and Vodafone constructs were above the threshold of 0.6.

Again, the Average Variable Extract (AVE) values for both MTN and Vodafone constructs used for this study were all found above the threshold of 0.5.

Lastly the Composite Reliability (CR) values for both MTN and Vodafone were also found above the threshold of 0.7.

The results for the Factor Loading, Composite Reliability (CR) and Average Variable Extract (AVE) were illustrated in table 4.7 below.

Table 4.6 Factor Loading, Composite Reliability and AVE.

Construct	**MTN**				**Vodafone**			
	Item	**Value**	**CR**	**AVE**	**Item**	**Value**	**CR**	**AVE**
Competitive Strategy (CS)	MTNCS1	0.712	0.808	0.601	VodaCS1	0.729	0.804	0.618
	MTNCS2	0.708			VodaCS2	0.683		
	MTNCS3	0.733			VodaCS3	0.744		
	MTNCS4	0.806			VodaCS4	0.808		
	MTNCS5	0.678			VodaCS5	0.794		
	MTNCS6	0.742			VodaCS6	0.711		

Challenges to Strategy Implementation (CSi)	MTNCSi1	0.644	0.834	0.623	VodaCSi1	0.856	0.821	0.609
	MTNCSi2	0.719			VodaCSi2	0.890		
	MTNCSi3	0.693			VodaCSi3	0.796		
	MTNCSi4	0.840			VodaCSi4	0.841		
	MTNCSi5	0.768			VodaCSi5	0.692		
	MTNCSi6	0.677			VodaCSi6	0.707		
Firm Performance (FP)	MTNFP1	0.825	0.785	0.684	VodaFP1	0.811	0.798	0.696
	MTNFP2	0.901			VodaFP2	0.845		
	MTNFP3	0.843			VodaFP3	0.833		
	MTNFP4	0.697			VodaFP4	0.825		
	MTNFP5	0.798			VodaFP5	0.705		
	MTNFP6	0.857			VodaFP6	0.798		

Field survey, 2023.

From the table above, all the constructs for both MTN and Vodafone had a confirmatory factor loading above the minimum threshold of 0.6.

For Average Variable Extract (AVE), Competitive strategy had a score of 0.601 and 0.618 for MTN and Vodafone respectively. Challenges to Strategy Implementation had a score of 0.623 and 0.609 for MTN and Vodafone respectively. Firm Performance had a score of 0.684 and 0.696 for MTN and Vodafone respectively. All the values obtained were above the minimum threshold of 0.5. Hence, the variables were convergence valid.

Lastly, all the Composite Reliability values for both MTN and Vodafone were found above the threshold of 0.7. Hence, the variables were convergence valid.

4.7 Descriptive Statistics of the latent variable.

The researcher employs descriptive statistics to measure the latent variables used to assess the constructs in this investigation. To measure the latent variables, the researcher uses a Likert scale of 1 – 5 to assess the extent by which the respondents agree to the individual latent variables. The scale was rated as follows; 1 – Strongly Disagree, 2 – Disagree, 3 - Neutral, 4 – Agree and 5 – Strongly Agree. The mean responds from the respondents were ranked in order of preference.

4.8 Descriptive Statistics of the Latent variables for MTN.

4.8.1 Competitive Strategy

After the reliability and validity test, all the latent variables were above the threshold of 0.7. Hence, they were all used to assess Competitive Strategies used by MTN. See table 4.8.

Table 4.7 Descriptive Statistics for MTN's Competitive Strategy.

Latent Variable	Code	Mean	Rank	Std. Deviation	Min.	Max.
Focus strategy	MTNCS2	3.75	1	1.409	1	5
Differentiation strategy	MTNCS3	3.70	2	1.248	1	5
Offensive marketing strategy	MTNCS5	3.58	3	1.323	1	5
Customer relationship management	MTNCS4	3.52	4	1.164	1	5
Defensive marketing strategy	MTNCS6	3.32	5	1.361	1	5
Cost leadership strategy	MTNCS1	3.11	6	1.038	1	5

Field survey, 2023

Table 4.8 displays the descriptive statistics for Competitive Strategies used by MTN. According to the table; focus strategy is ranked first with the highest mean score (Mean = 3.75, SD=1.409). This is followed by Differentiation Strategy (Mean=3.70, SD=1.248). The third most used strategy is Offensive marketing strategy (Mean=3.58, SD=1.323). The fourth is Customer Relationship Management (Mean=3.52, SD=1.164). Followed by Defensive Marketing Strategy (Mean=3.32, SD=1.361). The least among the strategies used by MTN is Cost leadership strategy (Mean=3.11, SD=1.038).

4.8.2 Descriptive Statistics for MTN major challenges to strategy implementation.

After the reliability and validity test, all the latent variables were above the threshold of 0.7. Hence, they were all used to assess Challenges to Strategies implementation by MTN. See table 4.9.

Table 4.8 Descriptive Statistics for challenges to MTN's strategy implementation.

Latent Variable	Code	Mean	Rank	Std. Deviation	Min.	Max.
Capital requirement	MTNSi5	3.97	1	1.250	1	5

Lack of detail planning	MTNSi2	3.91	2	1.232	1	5
Strategy and culture misalignment	MTNSi4	3.81	3	1.332	1	5
Poor communication and coordination	MTNSi3	3.72	4	1.327	1	5
Government policy	MTNSi6	3.69	5	1.246	1	5
Poor prioritization	MTNSi1	3.29	6	1.293	1	5

Field survey, 2023

The above table (Table 4.9), shows the major challenges MTN Ghana faces in their strategy implementations. The major challenge MTN faces is capital requirement (Mean=3.97, SD=1.250). This is followed by Lack of detail planning (Mean=3.91, SD=1.232). The third major challenge is Strategy and cultural misalignment (Mean=3.81, SD=1.332). Poor Communication is ranked fourth with (Mean=3.72, SD=1.327). The fifth according to the respondents is Government policy with (Mean=3.69, SD=1.246). The least among the challenges is Poor prioritization with (Mean=3.29, SD=1.293).

4.9 Descriptive Statistics of the Latent variables for VODAFONE.

4.9.1 Vodafone's Competitive Strategy

Table 4.9 Descriptive statistics for Vodafone's Competitive strategy.

Latent Variable	Code	Mean	Rank	Std. Deviation	Min.	Max.
Differentiation strategy.	VODCS3	4.18	1	0.991	1	5
Cost leadership strategy.	VODCS1	4.12	2	1.106	1	5
Defensive marketing strategy	VODCS6	4.06	3	1.129	1	5
Offensive marketing strategy	VODCS5	3.88	4	1.108	1	5
Focus strategy	VODCS2	3.63	5	1.240	1	5
Customer relationship management	VODCS4	3.47	6	1.109	1	5

Field Survey, 2023.

Table 4.10 shows the descriptive statistics for Vodafone's Competitive Strategies. From the table; Differentiation strategy is ranked first with the highest mean score (Mean = 4.18, SD=0.991). This is followed by Cost leadership Strategy (Mean=4.12, SD=1.106). The third most used strategy is Defensive marketing strategy (Mean=4.06, SD=1.129). The fourth is Offensive marketing strategy (Mean=3.88, SD=1.108). followed by Differentiation leadership strategy (Mean=3.63, SD=1.240). The least among Vodafone's strategy is Customer relationship management (Mean=3.47, SD=1.109).

4.9.2 Descriptive Statistics for the major challenges to Vodafone's strategy implementation. Table 4.10 Descriptive statistics for Vodafone's challenges to strategy implementation.

Latent Variable	Code	Mean	Rank	Std. Deviation	Min.	Max.
Poor communication and coordination	VODSi3	4.10	1	1.000	1	5
Poor prioritization	VODSi1	4.04	2	1.068	1	5
Government Policy	VODSi6	3.81	3	0.962	1	5
Strategy and culture misalignment	VODSi4	3.71	4	1.333	1	5
Capital requirement	VODSi5	3.65	5	0.944	1	5
Lack of detail planning	VODSi2	3.56	6	0.880	1	5

Field survey, 2022.

The above table (Table 4.11), shows the main challenges to Vodafone Ghana strategy implementations. The first of the challenge Vodafone Poor communication and Coordination (Mean=4.10, SD=1.000). This followed by Poor Prioritization (Mean=4.04, SD=1.068). The third major challenge is Government Policy (Mean=3.81, SD=0.962). Strategy and cultural misalignment is ranked fourth with (Mean=3.71, SD=1.333). The fifth according to the respondents is Capital requirement with (Mean=3.65, SD=0.944). The least among the challenges is Lack of detail planning with (Mean=3.56, SD=0.880).

4.10 The impact of the Competitive Strategy on Organizational performance.

With the help of regression and correlation analysis, the researcher assessed the impacts of the competitive strategies on the performance of each of the telco company (MTN and Vodafone). The researcher uses competitive strategy as the independent variable and organizational performance as the dependent variable.

4.10.1 The impact of MTN's competitive strategies on organizational performance.
The relationship and direction between MTN's competitive strategy and organizational performance was assessed using corelation and regression analysis. The result from the corelation and regression analysis is shown in table 4.12 below.

Table 4.11 Correlation and Regression analysis for MTN.

Model	β	t	F	R Square	Sig.
MTN's Competitive Strategy (MTNCS)	0.725	12.500	47.109	0.475	0.000

Dependent Variable: MTN's Firm Performance (MTNFP).

From table 4.12, the corelation and regression analysis for MTN shows that 47.5% variations (R^2= 0.475, F = 47.109, p < 0.005) in MTN'S organisational performance is estimated by their competitive strategies. The correlation coefficient (β = 0.725, p < 0.005) confirms that with one-unit change in competitive strategy, 0.725 positive units change will result in organisational performance. The results (t = 12.500, p < 0.005) shows that MTN's competitive strategies exerts a positive and significant impacts on organizational performance.

4.10.2 The impact of Vodafone's competitive strategies on Organizational Performance.
The relationship and direction between Vodafone's competitive strategy and organizational performance was evaluated using corelation and regression analysis. The result from the corelation and regression analysis is shown in table 4.13 below.

Table 4.12 Correlation and Regression analysis for Vodafone.

Model	β	t	F	R Square	Sig.
Vodafone's Competitive Strategy (VODCS)	0.346	8.972	17.392	0.195	0.000

Dependent Variable: Vodafone's Firm Performance (VODFP).

The results in table 4.13, shows Vodafone's corelation and regression analysis. The results depict that 19.5% variations (R^2= 0.195, F = 17.392, p < 0.005) in Vodafone's Organisational performance is predicted by their competitive strategies. The correlation coefficient (β = 0.346, p < 0.005) confirms that with one-unit change in competitive strategy, 0.346 positive units change will result in organisational performance. The results (t = 8.972, p < 0.005) shows that Vodafone's competitive strategies positively and significantly impacts organizational performance.

4.11 Discussion of Results.

4.11.1 The competitive strategies used by MTN and Vodafone.

From the analysis in tables 4.8 and 4.10 above, it is ascertained that, both MTN and Vodafone uses a set of strategies in their operational activities. MTN prioritize and believes in differentiation in leadership styles as a tool to achieve organizational goals. Vodafone on the other hand do not believe much in differentiation leadership strategy but rather believe much in differentiation strategy as a major strategy to achieve organizational goals.

Again, MTN Ghana adopts differentiation strategy as the second-best operational strategy in improving organizational performance. Vodafone on the other hand uses cost leadership strategy as their secondbest strategy in achieving organizational performance.

In addition to MTN's second best strategy are the "Offensive strategy", "Customer relationship management", and "Defensive marketing strategy". Vodafone on the other hand considers "Defensive marketing strategies", "Offensive marketing strategies" and "focus strategy" as their next alternative competitive strategies to improve their operational performance.

Lastly, MTN Ghana have cost leadership strategies as the least competitive strategy in their organization. Vodafone on the other hand have Customer relationship management as their least practised strategy. This explains that MTN and Vodafone applies different competitive strategies in their operational activities.

This in line with the literature by Peelen and Beltman, (2013), Wanger and Bode (2006) stating that competitive strategy consists of differentiation strategy, cost leadership strategy, defensive marketing strategy, offensive marketing strategy, focus strategy and customer relationship management.

4.11.2 The impacts of competitive strategies on the performance of MTN and Vodafone Ghana Limited.

The analysis from table 4.12 and 4.13 above shows that the strategies used by both MTN and Vodafone exerts impacts on their operational performance. But that of MTN impacts performance more greatly than Vodafone. Thus, the regression and correlation analysis showed that a unit change in the strategies adopted by MTN will positively impact performance by 0.725 units. On the other hand, a unit change in Vodafone's competitive strategy will only impact performance by 0.346 units. This concludes that MTN's choice of operational strategies are more impactful than that of Vodafone.

This consistent to the literature, the non-exceptional factors of aggressive techniques have largely contributed to the increase in the company's performance. As a result, competitive techniques of intellectual capital, innovation and first-class quality are compelling in driving a company to aggressive profit. The ingredients that can enhance the overall performance of a business include human capital, structural capital and relational capital (Karimi, 2012).

4.11.3 MTN and Vodafone's challenges to competitive strategies implementation.

The descriptive statistics tables (Table 4.9 and 4.11), shows the major challenges each telco company (MTN and Vodafone) faces with reference to strategy implementation. The survey participants from MTN ranked Capital requirement, Lack of detail planning, and Strategy and culture misalignment as the major three obstacles to their strategy implementations. Vodafone on the other hand ranked Poor communication, Poor prioritization and Government policies as the first three obstacles to their strategy implementation.

Again, MTN Ghana ranked Poor prioritization as the least challenge to their strategy implementation, whereas Vodafone Ghana sees lack of detail planning as the least challenge that impedes their strategy implementation. Hence, it is concluded that both MTN and Vodafone faces different have different challenges that impede their strategy implementations.

This is consistent to a research by Joe (2010) stating that firms are been obstructed by challenges during competitive strategies implementation like government policy, poor communication, poor prioritization, capital requirement, lack of detail planning, and Strategy and culture misalignment as strategy implementations

4.12 DISCUSSION

The results of the study provide valuable insights into the competitive strategies and challenges to strategy implementation in the telecommunications industry, particularly for MTN and Vodafone in Ghana. The analysis revealed that both companies employ a mix of competitive strategies, with some variations in their priorities. MTN places a strong emphasis on differentiation and offensive marketing strategies, while Vodafone leans more towards differentiation and cost leadership strategies. These variations in strategic priorities highlight the flexibility and adaptability of companies in the competitive telecommunications sector. The results are in line with established literature that recognizes the importance of differentiation, cost leadership, and other competitive strategies in enhancing organizational performance (Peelen & Beltman, 2013; Wanger & Bode, 2006).

Moreover, the study underscores the significance of competitive strategies in driving organizational performance. It is evident that both MTN and Vodafone benefit from their chosen strategies, with MTN's strategies showing a more pronounced positive impact. The findings align with existing research that emphasizes the link between competitive strategies and performance in the business context. The results emphasize the role of aggressive strategies, intellectual capital, innovation, and quality in enhancing a company's competitive advantage and profit margins. This underscores the importance of a well-crafted strategy and its successful implementation for organizations operating in highly competitive industries like telecommunications (Karimi, 2012).

Additionally, the study highlights the unique challenges faced by MTN and Vodafone in strategy implementation. While MTN's primary challenges include capital requirements and alignment issues, Vodafone faces issues related to communication, prioritization, and government policies. These challenges demonstrate that the context and operating environment can significantly impact the implementation of competitive strategies. It underscores the need for telecom companies to be resilient and adaptive in navigating the specific challenges they encounter. The findings echo prior research that has identified common hurdles in strategy implementation, such as government policies and communication issues (Joe, 2010).

In summary, the study's results provide valuable insights into the competitive landscape of the telecommunications industry in Ghana, shedding light on the strategies employed by MTN and Vodafone and the challenges they face. These findings offer practical implications for telecom companies seeking to enhance their competitive positions and overcome barriers to successful strategy execution. However, it's important to note that the study's specific results and conclusions should be considered in the context of the telecommunications industry and the Ghanaian market.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This part of the research entails the prolix discoveries of the research from which inference and commendation is made. The study seek to address the competitive strategies and firm performance: a comparative assessment of MTN Ghana and Vodafone Ghana.

5.1 Findings

5.1 Competitive Strategies Adopted by MTN and Vodafone

In our study, we focused on understanding the competitive strategies employed by two major players in the Ghanaian telecommunications industry, MTN and Vodafone. The objective was to gain insights into how these companies position themselves in a highly competitive market. As detailed in Chapter Four, our analysis involved a sample size of 191 responses from each telco company. The findings indicate that both MTN and Vodafone place a strong emphasis on differentiation as a core strategy. However, they differ in their secondary strategies, with MTN giving priority to offensive marketing strategies, while Vodafone leans towards cost leadership. This demonstrates the diversity in approach that companies within the same industry can adopt.

5.2 Challenges to Strategy Implementation

To effectively implement their chosen competitive strategies, organizations must navigate various challenges. In our study, we sought to identify the major challenges faced by MTN and Vodafone in this context. Our analysis was based on the responses of 191 individuals from each company. The results reveal that MTN's primary challenges are related to capital requirements, lack of detailed planning, and issues surrounding strategy and culture alignment. In contrast, Vodafone encounters challenges related to poor communication, poor prioritization, and government policies. These distinct challenges underscore the complexity of strategy implementation in the telecommunications sector. It's crucial for companies to address these challenges to ensure their strategies are effectively put into action.

5.3 Impact of Competitive Strategies on Organizational Performance

One of the central objectives of our study was to assess how the competitive strategies adopted by MTN and Vodafone influence their respective organizational performance. Our analysis, based on a sample size of 191 responses from each company, yielded valuable insights. We found that both companies benefit from their chosen strategies, with MTN's strategies having a more pronounced positive impact.

A one-unit change in MTN's strategies led to a 0.725-unit positive change in performance, while for Vodafone, the impact was slightly lower at 0.346 units. This underscores the critical role of well-crafted strategies in enhancing organizational performance. MTN's strategies, in particular, demonstrated their effectiveness in this regard.

5.4 Summary of Findings

The findings of this research study shed light on the competitive strategies employed by two major telecommunications companies in Ghana, MTN and Vodafone. Both companies prioritize differentiation as a core strategy, with slight variations in their secondary approaches. While MTN focuses on offensive marketing strategies, Vodafone leans towards cost leadership. The analysis revealed that these strategies positively impact organizational performance, with MTN's strategies demonstrating a stronger influence. Major challenges were identified, including capital requirements and cultural alignment for MTN, and communication and government policies for Vodafone. The research emphasizes the importance of context-specific strategies, flexibility in implementation, and the continuous adaptation of strategies to evolving industry demands. These findings provide valuable insights for telecommunications companies in Ghana and offer directions for future research in the dynamic industry.

5.4 Key Lessons Drawn

The research emphasized on the significance of aligning competitive strategies with organizational goals and market conditions. The unique challenges faced by MTN and Vodafone highlight the importance of context-specific strategies and the need for a flexible approach to strategy implementation. The positive impact of well-implemented strategies on organizational performance, with MTN's strategies proving particularly effective, underscores the importance of continuous evaluation and adaptation of strategies. The key lesson drawn from this research is that competitive strategies should be dynamic and responsive to the evolving demands of the telecommunications industry.

5.5 Recommendations and Suggestions for Further Studies

The study provided recommendations and suggestions for future research. For telecommunications companies in Ghana, it is recommended to focus on developing and implementing strategies that align with their unique strengths and market conditions. Overcoming challenges related to government policies and communication issues should involve collaboration with stakeholders and investments in effective communication channels.

The study suggest exploring the long-term impact of competitive strategies in the Ghanaian telecommunications industry and investigating the role of emerging technologies and market dynamics in shaping strategy choices. An in-depth examination of the specific challenges posed by government policies and potential solutions would be valuable. Additionally, further research on the evolving competitive landscape and consumer preferences is essential for staying competitive in the dynamic telecommunications sector.

In conclusion, this chapter provides a comprehensive discussion of the research findings, offering insights into competitive strategies, challenges, and their impact in the Ghanaian telecommunications industry. It also provides practical recommendations and directions for future research in this field.

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APPENDIX 1

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

KNUST SCHOOL OF BUSINESS, KUMASI

SURVEY COMPETITIVE STRATEGIES AND FIRM PERFORMANCE: A COMPARATIVE ASSESSMENT OF MTN GHANA AND VODAFONE GHANA

This is being carried out to competitive strategies and firm performance: a comparative assessment of MTN Ghana and Vodafone Ghana. I would be pleased if you could take some time to complete this questionnaire.

Information provided for this study as a result of you completing this questionnaire will be used for academic purposes only. I pledge to keep information very confidential and not to release it to any other person(s). Please tick (√) the correct answer in the appropriate boxes and specify where necessary.

SECTION A-Demographic of Respondents

1. Sex

[ ] Male [ ] Female

2. Age

[ ] Less than 20years [ ] 20 – 29 years.

[ ] 30 – 39years [ ] 40years and above

3. Education background

[ ] HND [ ] Masters

[ ] Degree [ ] PhD

4. Position

[ ] Low-level management [ ] Middle level

[ ] Top-level management

5.Number of employees

[ ] 20-50 employees [ ] 51-80 employees

[ ] 81-110 employees [ ] 150 and above

SECTION B- COMPETITIVE STRATEGIES

Please use a 1-point scale measuring from "1=strongly disagree" to "5=strongly agree "to provide responses to the following items:

	1	2	3	4	5
Cost leadership strategy.					
Differentiation leadership strategy.					
Cost focus strategy.					
Differentiation focus strategy.					
Customer relationship management					
Offensive marketing strategy					
Defensive marketing strategy					

SECTION C- FIRM PERFORMANCE

Please use a 1-point scale measuring from "1=strongly disagree" to "5=strongly agree "to provide responses to the following items:

	1	2	3	4	5
Market share					
Growth in market share					
Sales volume					
Growth in sales volume					
Growth in customer base					
Profitability					

SECTION D- CHALLENGES TO STRATEGY IMPLEMENTATION

Please use a 1-point scale measuring from "1=strongly disagree" to "5=strongly agree "to provide responses to the following items:

	1	2	3	4	5
Poor prioritization					
Lack of detailed planning					
Poor communication and coordination					
Strategy and culture misalignment					
Capital requirements					
Government policy					

Once again, thank you for taking the time to participate in this study.