VOL. 19 NO. 7
ISSN: 2276-0732
DECEMBER, 2020

African Scholar Publications & Research International

African Scholar Journal of Mgt. Science and Entrepreneurship (JMSE-7)

Competitive Strategies and Firms' Performance: A Comparative Analysis of Selected Firms in Telecommunication Industry

Ibrahim Bamidele Hamzat

Department of Business and Entrepreneurship, Faculty of Humanities, Kwara State University, Malete P.M.B 1530, Ilorin

Abstract

The ever dynamic competitive business environment poses major challenges to the broadcasting sector in Nigeria. Organizations have been struggling to compete favourably and competitive strategies are assumed to be one of the most essential requirements for the survival and growth of business in this unstable and volatile environment. This paper examines the impact of competitive strategy on organizational performance within the broadcasting industry in Ilorin, Kwara State Nigeria. An explanatory research design was used to help identify the causes and reasons of the current status of the variables under study. Targeting 40 employees of the 3 selected firms (Multichoice, Startimes and Mytv) within the industry, a purposive sampling technique and census was used and all the 40 employees were sampled. Data were collected using questionnaire and then analyzed using Regression Analysis. The findings show that firms in the broadcasting industry in Ilorin used the three different competitive strategies and two strategies (Pure and Hybrid) have a significant impact on market-share and hybrid strategy gives a superior performance compared to others. It was concluded that firms that place distinct emphasizes on hybrid strategy can achieve a superior performance than those who do not in the industry. It was recommended that

organizations that want to outperformed its competitors and meet its competitive advantage should adopt hybrid strategy.

***Keywords**: Competitive Strategy, Hybrid Strategy, Pure Strategy, Stuck-in-the-middle Strategy and Firms Performance.*

Introduction

Globalization, as made the world small and turned it into a single interdependent market. This has immensely influenced increase in the level of competition in virtually all the businesses around the world because of the need for firms to outperform its competitors (Akingbade, 2014), and the broadcasting industry is not left out. Prior to 1992 the federal, regional and state governments enjoy the exclusive rights to broadcasting in Nigeria. This begins in 1932 with the Radio Broadcasting Services of the Empire service of the British Broadcasting Corporation (BBC). The deregulation of broadcasting in Nigeria in 1992 broke the monopoly enjoyed by the government in the provision of the broadcast service and more importantly set the tone for competition for market share among private entrepreneurs. It is of essence to note that despite the rights conferred on private entrepreneurs in section 36(2) of the 1979 and section39 (2) of the 1999 constitution of the Federal Republic of Nigeria, which states that "every person shall be entitled to own, established and operate any medium for the dissemination of information, ideas and opinion" to own a broadcasting corporation (Lawrence, 2015), but private broadcasting did not begin until 1992.

The ongoing programme by the National Broadcasting Commission (NBC), to move Nigeria's broadcasting from analogue to digital broadcasting is a silent revolution of historical proportion which more Nigerians need to know about. At this time of depressed revenue, this is not only a technological land marks but a smart thinking that might contribute to the economic growth of the country, as it was estimated by the NBC that Nigeria would realize a minimum of #100 billion from spectrum freed up by the analogue switchover (Anande, 2015). This will save the country from

the embarrassing situation, reduced pressure on declining national revenues that have emerge has a result of falling in the price of oil world-wide, which dominated the Gross Domestic Products of the nation (Juwah, 20ll).The deregulation of the broadcasting sector in Nigeria since 1992 till date has increased the need for a fierce competition within the industry, in order for companies to meet their competitive advantage (Anande, 2015).

The forgoing highlights the needs for companies to employ effective competitive strategies so as to outperform their competitors. Yoo, Lemak & Choi (2006), stated that the ability to outperform competitors and to achieve above average profits lies in the pursuit and execution of an appropriate strategy. Because of these, more attention is giving in analysing the competitive strategies under different environmental conditions. When appropriate strategy is adopted in the course of business firms could perhaps be able to respond effectively to threats and seize opportunities. In the light of the ongoing, the researcher seeks to explore the sources of sustained competitive advantage which is a drive for enhance performance. This has been at the heart of strategic management for many years but with a limited consensus as to what work best (O'Regan, Kluth, & Parnell, 2011).

STATEMENTS OF THE PROBLEM

It appears perhaps the inadequacy of organization to effectively create value for their customers has resulted to their inability to meet their competitive advantage and increase market share. For organization to competitive effectively and out-performed their rivals in this dynamic environment and succeed long term, it is therefore necessary for company to find a suitable ways to create and add value for their customers.

Organization must be aware of changes in their competitive environment that are unfolding and opportunities must be sorted to explore their strategic abilities, adapt and seek improvements in every area of the business (Papulova & Papulova, 2006). With respect to the above, it is important to examine the effect of competitive strategy on performance of the companies in the Broadcasting Industry in Nigeria.

RESEARCH HYPOTHESES

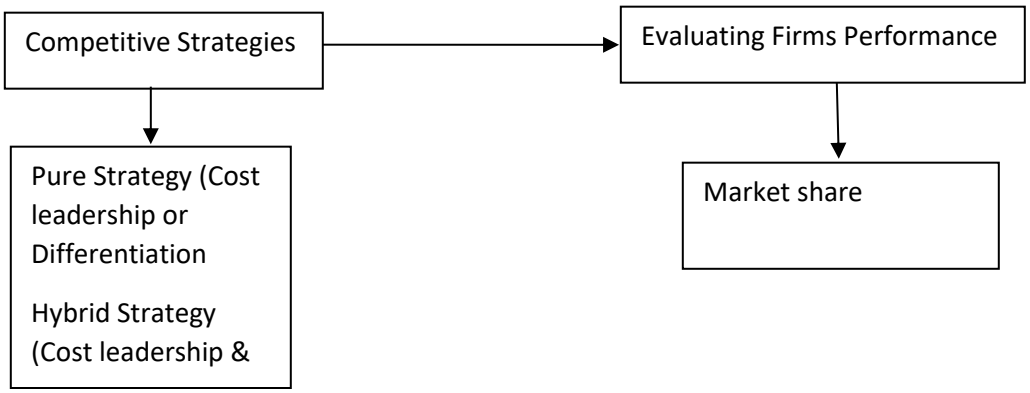
H_{01} _ There is no significant relationship between pure strategy and firm's market share

H_{02}_ The firm's market share cannot be influenced by hybrid strategy
H_{03}_ The stuck-in-the Middle strategy has no effect on firm's market share

LITERATURE REVIEW

This chapter covers a review of various concepts; pure Strategy, hybrid and stuck-in-the-middle, ideas, theories and model such as Porters three generic theory, experience curve theory, Porter's five forces model and the relationship between these competitive strategies and increase in organization performance. It also reviews various researches conducted, the result gotten and the instrument used.

CONCEPTUAL REVIEW



COMPETITIVE STRATEGY

Competitive strategies are assumed to be one of the most imperative requirements for the growth and sustainability of business in unstable and volatile environment (Gorondutse and Hilman, 2014). The essence of developing competitive strategy is relating a company to its environment (Porter, 1980). Perhaps the choice of strategy in adoption by every organization is the determinant of successful attainment of their organizational aims and objectives. The major focus of competitive strategy is a firm's relative position in an industry which indicates whether its profitability is above or below industry average (Mutunga & Minja, 2014). Porter, (1980) is of the view that competitive strategies are essential to companies competing in markets that are saturated with alternatives for customers and states that competitive strategy enables a firm to defend itself in a given industry

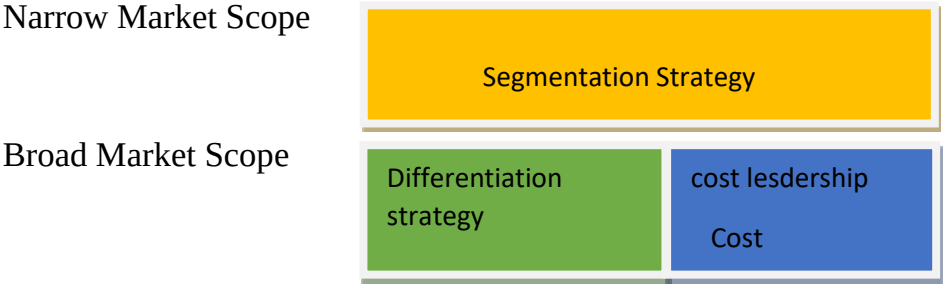
TYPES OF COMPETITIVE STRATEGY

Basically, there three main competitive strategies an organization can use. They are: pure, hybrid and stock-in the-middle strategies.

PURE STRATEGY

Pure strategy has been viewed by Pertusa-Ortega, Claver-Corte, & Molina-Azorin, (2007) as when a firm seeks to achieve either differentiation or cost leadership to achieve their competitive advantage. Simply put, it is believed that for a company to out-perform its competitors and meets its competitive advantage, it has to pursue either cost leadership or differentiation. This assertion as been attributed to Porter (1980), who identified three generic strategies; cost leadership, differentiation and focus as the strategies that are needed for different resources, organizational arrangements, control procedures, styles of leadership, and incentive systems could mean to enhance organizational performance and competitive advantage; cost leadership, differentiation and focus as tools for meeting competitive advantage. Porter's (1980) generic strategies have been one of the most studied areas in the field of strategic management. Yet the empirical findings are inconsistent as to their performance implications. These strategies can be used by firm to actualize their aims and objectives. He said for a firm to meet its competitive advantage, it has to be identified with one of the strategy i.e. must make choice among the generic strategies and a firm that can't be identified with a particular strategy will otherwise be stuck in the middle or confused as they did not have an idea of what they want to be known for. Here the cost leadership and differentiation will be looked into since they are described by Porter as a successful strategy tools.

COMPETITIVE ADVANTAGE



Source: Tanwar, (201 3)

The above shows the options of generic strategy a firm can pursuit. A firm's relative position within an industry is given by its choice of competitive advantage (cost leadership vs. differentiation) and its choice of competitive scope. Scope here means differentiating between companies focusing on a narrow segment and firms targeting broad industry segments. Porter affirms that meeting competitive advantage required firms to make choices about the type and scope of its competitive advantages.

Grant (2002), says a firm can achieve a higher rate of profit over a rival in one of two ways: either it can supply a product or service that are identical at a low cost, or it can supply differentiated product or service in such a way that the customer is willing to pay a price at premium that exceeds the additional cost of the differentiation. The two sources of competitive advantage define two fundamentally different approaches to business strategy. An organization that is competing on low cost can be differentiated from an organization that competes via differentiation in terms of market positioning, resource and capabilities, and firms characteristics.

Cost leadership strategy involves making fairly standardized product at a relative low price compare to other competitors (Kiechel, 1981). This strategy laid emphasis on efficiency, where high volume of standardized products is produce. Here the firms' intend to take advantage of economies of scale comes and experience curve effect. Products are produced at a relatively low cost and made available to a very large customer base. Baroto et al., (2012) say an attempt by firms to generate competitive advantage by achieving the lowest cost in the industry represents cost leadership strategy. There is a need for a continuous need for search for cost reduction in all areas of business in order to maintain cost leadership (Tanwar, 2013). He highlights the benefits that can be gain from the successful implementation of this strategy, which are: Process engineering skills, Products designed for ease of manufacture, Sustained access to inexpensive capital, close supervision of labour, tight cost control, and incentive based on quantitative targets and always ensures that the costs are kept at the minimum possible level.

The gain of pursing cost leadership can been seen from the view of price cut by firms as compared to that of competitors, to grab sales and market share. It is also useful to make it harder for new rivals to win customers and act as barrier for new entrants (Thompson, Peteraf, Gamble and Strickland, 2006). Whereas, Dess, Limpkin and Eisner, (2007) says organization that pursue cost leadership

can be easily imitated since their value chain consist of activities that can be easily mimicked and that firms following low cost can be open to increase in the factors of production because increase in price cannot be passed customers can easily moved to other competitor with lower prices.

Differentiation strategy takes in the uniqueness in doing something that is significantly valued by customers to allow a price premium (Johnson et al., 2011). Attention here maybe on brand image, proprietary technology, special features, superior service, a string distributor network, among others that might be specific to an industry (Kinyuira, 2014). Porter (1980) stated that creating a market position that is perceived as being unique industry-wide and that is sustainable over the long run is differentiation strategy. Here, customer value is being created by producing high quality products at a premium prices (Walker & Ruekerts, 1987). The success of this strategy lies on the way a firm can balance product benefits and costs for the customer, relative to that of their competitors (Slater & Olson, 2001). As an alternative to price competition a firm can differentiate its products and services from its competitors.

Pearce and Robinson (2011), maintained that differentiation strategy is a business strategy that seeks to build competitive advantage with its product or service by having it different from other available competitive product based on features, performance, or other factors that is not directly related to cost and price. The difference would be one that would be difficult to create and/or hard to mimic. When implementing differentiation strategy most firms in the developing countries do not focus on a single dimension but emphasize on several dimensions such as image, gain customer loyalty, quality, innovation and level of service all at the same time (kim, Nam & stimpert 2004). Likewise, a firm wanting to pursue differentiation strategy should purse only after a careful study of buyers needs and preferences to determine the feasibility of incorporating one or more differentiating features into a unique product that features the desired attributes (David,2003). Nihat (2015), view differentiation strategy as a tool that positively affects the performance.

Saint-Leger (2016) says one of the positive implications of a successful differentiation strategy is that the company may charge a premium for its product or service. The company does so with confidence because of a highly developed and strong corporate identity. Higher suppliers cost can be pass along to its customers because of the lack of substitute or alternative products on the market. Whereas, differentiation strategy is believed not to have work best

when there is too much differentiation and when a product is differentiated in such a way that it can be easily imitated (Dess et al., 2007; Saint-Leger, 2016).

HYBRID STRATEGY

This can be termed also as combination, mixed, and integrated strategies (Kim et al., 2004). These strategies are the ones that put together both low cost and differentiation elements (Gopalakrishna & Subramanian, 2001). Low cost and differentiation strategy might perhaps be compatible styles in approaching competitive forces (Miller, 1992; Allen & Helms, 2006).

Hybrid strategy involves high level of emphasis on both cost leadership and differentiation strategies (Acquaah & Ardekani, 2006). Hybrid strategy has been proved to be viable and profitable (Miller & Dess, 1993; Kim et al., 2004). Since cost based and differentiation based advantages are hard to sustain, organization that follow mixed strategy may achieve higher performance than those firms that follow a single strategy. Yasai-Ardekani and Nystrom (1996) says the pursuit of a differentiation strategy for low cost firms will help minimize their vulnerability due to reliance on cost based advantages only.

Hybrid strategy seeks to achieve differentiation and low price relative to competitors together, at the same time. The success of this strategy lies on the ability of firms to deliver improved benefits to customers with low price while meeting sufficient margins for reinvestment to maintain and develop bases of differentiation (Explorer, 2010).

This strategy incorporate the need to give customer value for their money by offering high quality products at a lower cost than its competitors, by doing this a firms becomes a best cost producer. Baroto et al., (2012) says being the best cost producer of an upscale products allows a firm to under-price it competitors whose products have similar upscale attributes. The option here is hybrid strategy that blends elements of differentiation and low cost in a unique way (Thompson, Peteraf, Gamble, & Strickland, 2012).

It is of essence, to note that most consumers want to pay a low price for products with somewhat highly differentiated features. Most consumers have high expectations when purchasing (Ireland, Hokisson, & Hitt, 2011). With respect to these customer demands, many companies engages in primary and support activities that gives them room to pursuit both cost leadership and differentiation together, firms' seek to use this integrated strategy (Ireland et al., 2011). As a result of increase in global competitions, hybrid strategy may become more popular and important. In comparison to firms depending on a

single strategy, organizations that integrate the generic strategies may position themselves to enhance their ability to adapt quickly to environmental changes and acquire new skills and technology. A firm is able to achieve a competitive advantage by delivering value to customers based on both product features and low price (Learning, 2009).

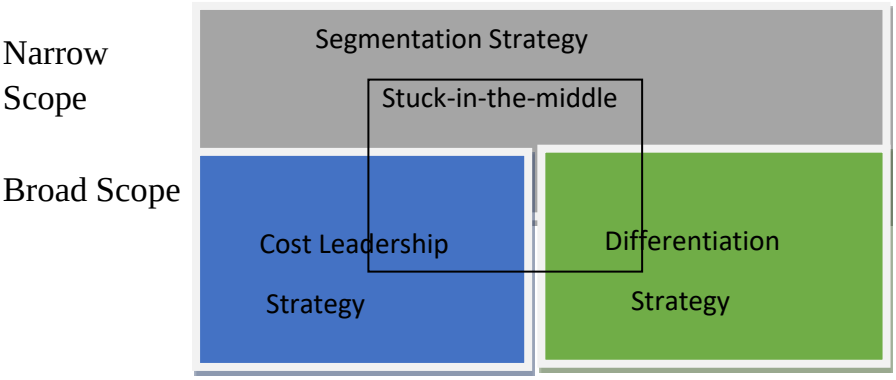
Furthermore, firms that pursuit a differentiation strategy might be able to achieve low-cost position by emphasizing efficiency in their value creating activities, thereby further strengthening their competitive position, relative to that of their rivals (Ishikura, 1983). Perhaps the primary advantage to be enjoyed by firms that successfully combine low-cost and differentiation strategies is that will be harder for competitors to mimic and imitate their product or services and enjoys high return (Thompson et al., 2006).

STUCK-IN-THE-MIDDLE

Miller and Dess (1993) is of the opinion that a firm that fails to develop a strategy along at least one of the strategic dimension will find itself stuck-in-the-middle. In variably any combination which places a distinct emphasis on none of the dimensions must be regards as stuck-in-the-middle, as it doesn't manage to excel in anything (Pertusa-Ortega et al., 2007).From the above, it can be deduced logically that firms that place a medium or low emphasis on the strategic dimension (low cost and differentiation) will be categorized as stuck-in-the-middle strategies.

It has been noted by various researchers that stuck-in-the-middle may not describe a single type of company. There are companies that deliberately combine traditional low cost production and differentiation (i.e. pursuit hybrid strategy), change their strategy, and that have no strategy (Leitner & Guldenberg, 2010). Parnell (1997) also notes that stuck-in-the-middle involves firms that attempt to combine strategies in a random manner and those that balance low-cost and differentiation strategies. Organizations that get stuck-in-the-middle are the ones with strategies that have no particular focus but try instead to be all things to all customers. Porter (1985) said this is not only impossible, but also results in lower sales and higher customer retention costs, all of which can be a financial burden on a company. In Porter's model, being stuck in the middle is the same as not really having any direction at all.

STUCK-IN-THE-MIDDLE



Source: Porter (1985)

EVALUATING FIRMS PERFORMANCE

Perhaps the methods adopted by organization in assessing their level of performances depend on the structure, size, technology, and strategic goals of organization, among others. Nonetheless, performance evaluations needs to recognized both financial and non-financial measures of performance and be balance in its approaches (ogundele, 2012). Business performance is defined by Ogundele (2012) as a process or set of processes for establishing shared understanding about what is to be achieved, and of managing and developing people in a way which increases the profitability that it will be achieved in the short and long term. It is about improving both results and quality of working relationship. Dess et al., (2007) and Ogundele (2012) identified two methods by which organization performance can be measured, namely: Accounting/ Economic Approach and social/ Behaviourial approach. Accounting/Economic Approach identifies how a firm is performing according to its balance sheet and income statement (Dess, et al., 2007). They are profit oriented financial statement, analysis techniques for measuring and forecasting earnings. They could be in form of the following: Financial Ratio, funds flow statement, trend analysis, and uses of indices in financial analysis. Social/Behaviourial Approach involves measuring organization performance in relation to its effects on society and environment. This must satisfy a broad range of stakeholders, including employees, customers, and owners to ensure their long term viability (Dess et al., 2007). It should be noted that the accumulation of yearly performance would make it possible to measures a firm's long-term contribution to the society (ogundele, 2012).

Aside from the two approaches and because of the inadequacy of the use of accounting measures only, (Kaplan & Norton 2000) developed the balance scorecard approach. The General Electrical Company also developed a set of performance measures for its departments in the 1950s (Andy 2002), which has the following elements: short term profitability, productivity, market share, product leadership, public responsibility and balance between short-range objectives and long-range goals.

MARKETSHARE

In this era of globalization, competition has become intense business firms have become more and more concerned with the market-share figures they achieve in the marketplace. Nowadays, organizations appear more interested in market-shares as profits or returns on investment. Market shares mean shares of the actual sales (either in quantity sold or dollar volume) for a product in a given period and in a given geographical area. It is that share of the potential consumer. Market-shares seem to have taken the attention of most business organization as key indices for measuring the performance of a product or brand in the marketplace. Many individuals in business indeed keep a close watch over day-by-day changes in market shares, so much so that market-share movement to them is almost synonymous to market information (Cooper & Nakanishi, 2010). Market share is positively correlated to profits and thus many firms seek to increase their sales relative to competitors (Armstrong & Green, 2007).

MEASURING FIRMS PERFORMANCE

The continuation of firms is influenced by good performance (Gibcus & Kemp, 2003). Organizations are judged on their firm's performance. Performance is perhaps one of the important concepts in management research. Venkatranan and Ramanjam (1996) say firms performance is a multidimensional construct. Return on Sales (ROS), Return on Asset (ROA) Return on Equity (ROE) are financial performance that measure financial success and tap current profitability identified by (Parker, 2000; Man, 2009). Amoak-Gyampah and Acquaah, (2008) and Man, (2009) are of the thought that Business Performance measure market-related items such as market share, sales growth diversification, and new product development.

The inconsistency in measuring firms' performance with respect to strategy-performance link could perhaps be attributed to the difficulty of measuring organizational performance. This difficulty is due to having different performance indicators, with each group measuring different aspect (El Sahn et al., 2013). Allen and Helms (2006) said because of the multiplicity of variety of industry within a sample, performance measurement and comparisons can be particularly problematic. They argue that what is considered excellent performance in one industry may be considered poor performance in another industry. It may be more meaningful for researchers to limit their selves to a single industry, but the generalizability of the findings may not be ascertained.
Walker and Reukert (1987) argue that the important performance indicator can be grouped into three, namely: Effectiveness, Efficiency, and adaptability. They say effectiveness measures reflect the success of a firm's products and programs in relation to those of competitors in the market. It includes sales growth in relation to competitor and growth in the market share. Efficiency measures reflect the outcome of business programs in relation to the resources used to produce them. They include measures such as profitability as percentage of sales and Return on Investment (ROI). The adaptability measure shows the success of the business overtime in responding to changes in the environment. It includes measures such as the percentage of sales from products introduced in the last five years. Kumar and Subramanian (1998) gave an empirical suggestion that firms should use various distinct performance indicators available when examining the strategy performance relationship. They advise the use of an adaptability measure (new product development) for differentiation strategies, and an efficiency measures (cost control) for the cost leadership strategy.
Park and Helms (1992) proved empirically that pure strategies are associated with specific managerial objectives. Financial performance is associated with Cost reduction, while Growth in sales revenue and employment are related to differentiation. They said there is a need to match generic strategies with the desired goals, that when firms combine strategy they are pursuing multiple goals.

MULTICHOICE, STARTIMES AND MYTV

Competition in the pay Television in Nigeria has become intense as the Multichoice Dstv takes on the larger market. Below the radar, there are several

pay Tv squalling up to them in Nigeria in which Mytv and Startimes are a major contenders.

The emergency of Startimes Tv in Nigeria which is owned by NTA Star Tv network limited came initially to reduce the market dominance of Multichoice owned Dstv. Dstv has been controlling the cable Tv sphere for about two decades with no significant competitors (Encomium, 2015).

Multichoice saw Startimes a threat as it was really affordable and very easy to be installed, so they introduced GoTv as a cheaper version of Dstv to compete with Startimes and hold their position of the number one digital Tv service provider in Nigeria. MyTv came into the industry in 2006 and since been one of the major contenders for the market share. It is considerably cheaper than Multichoice Dstv. Multichoice Dstv did not see Mytv as much of a threat as MyTv is seen as a pay Tv meant for the average families. It offers a single standard bouquet with all 19 channels for N2500 (Encomium, 2015).

The companies have different packages for their customers. Multichoice Dstv cost of complete system with installation and 3months access subscription is N19,900. Dstv has different packages with least as Dstv Access N1,800 per month with over 45 channels and the highest as the Dstv Premium with over 130 channels and goes forN13,980.

Multichoice Gotv starter pack which comprises of a decoder, and internal antenna plus one month free subscription is N4,500. Gotv has just two bonquets, Gotv standard and Gotv plus, Gotv standard hasover 25 channels with a monthly subscription of N1200, while Gotv plus has over 40 channels with a monthly subscription of N1800.

The normal Startimes decoder cost N3, 390 while the HD Startimes decoder cost N4,390. Startimes 4 bouquets, with the least as Nova with 28 channels at N600 and the highest which is the unique bouquet with over 70 channels at N3600 per month

THEORETICAL REVIEW

PORTER'S THREE GENERIC THOERY

The definition of strategy has been affirmed by the strategic management scholars has defined by Porter (1980) as a competitive plan that relates to the overall pattern activities that provide a sense of direction to an organization (Johnson et al., 2011). Allen and Helms (2006) has agreed with Porter (1980) that strategies are generic. Generic strategies are long term and can be

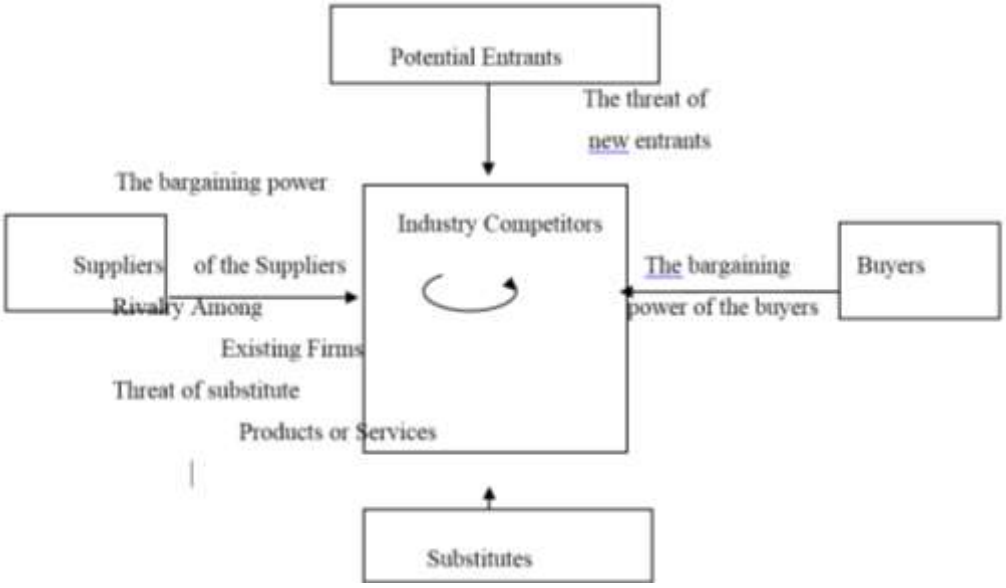
customized to specific firm, while generic strategies can be pursued by any typed or size of business firm (Wheelen & Hunger, 2008).

The view that perhaps generic strategies could be a means of achieving superior performance is as old as the idea of strategy itself and has spur considerable interest and inquiry within the strategic management discipline (Livvarcin, 2007). Notwithstanding, credit goes to Porter for coming up with the three generic strategies and making them into a framework that is researchable (Hahn & Power, 2010). Going through these three generic strategies, Porter (1980) postulated a theory saying organization has to be identified with either cost leadership or differentiation strategy (pure strategy) in order to meet their competitive advantage. He said one strategy is not superior to the other, that the choices of strategy depend on the culture of an organization. He is of the opinion that firms which do not follow any particular strategy will be "stuck in the middle" and will have lower performance than those in pursuant of cost leadership, differentiation or focus strategies. Porter (1985) said firms should have a clear strategic posture, and that firms described as stuck in the middle perform poorly, unlike those pursing cost leadership or differentiation strategies.

PORTER'S FIVE FORCES MODEL

The state of competition in an industry depends on five basic competitive forces, which are shown in Figure 5 below. The collective strength of these forces determines the ultimate profit potential in the industry, where profit potential is measured in terms of long run return on invested capital (Porter, 1980). Perhaps, the aim of competitive strategy for a business unit in an industry is to find a position in the industry where the company can best defend itself against these competitive forces or can influence them in its favor. Since the collective strength of the forces may well be painfully apparent to all competitors, the key for developing strategy is to delve below the surface and analyze the sources of each. Knowledge of these underlying sources of competitive pressure highlights the critical strengths and weaknesses of the company animates its positioning in its industry. It clarifies the areas where strategic changes may yield the greatest payoff, and highlights the areas where industry trends promise to hold the greatest significance as either opportunities or threats. Understanding these will also prove to be useful in considering areas for diversification.

FIVE FORCES MODEL OF MICHAEL PORTER



Source: Porter (1980).

However, Michael Porter three generic theory and porter five diamond theory underpinned this study as it gives an insight into the competitive strategies and threat of competitors.

EMPIRICAL REVIEW

PURE, HYBRID AND STUCK-IN-THE-MIDDLE VS IMPROVED PERFORMANCE

Cost leadership and differentiation are directly connected with profitability and ultimately superior performance of firms (Porter, 1985; Kinyuira, 2014). Research on generic strategies has identified strong links between Porter generic strategy types and performance. Some studies have given a considerable support for a single strategy performance benefit (Allen and Helms, 2006; Hahn and Power, 2010) while others studies have deduced that it is possible to pursue a strategy that includes both cost and differentiation competitive strategies.

In a service industry, Allen & Helms, (2006) Found that hospitals follow generic strategies and conclude that s focused cost leadership strategy is the best strategy route to superior performance. Similarly, in their research on the Greek Manufacturing found the hybrid strategies were preferable to pure strategies. Additionally, in Kenyan, researches were conducted on Real Estate by karanja (2002), using Porter's framework found out that competitive strategies lead to

superior performance. Karanja (2002) discovered that strategies pursue by the Real Estate conform to Porters Generic Strategy types and since Real Estate serve Customers from different income groups, all the three generic strategies were found to be significantly related to performance. The more these strategies were pursued the more the performance of real estate improvement leading to superior performance.

Kinyuira (2014) found that there is a positive relationship between generic strategies. The researcher concluded that generic strategies have strong predictive effects on performance with Savings and Credit Comparatives (SACCOS) in Kenya, cost leadership having the greatest effect, using the Pearson Correlation Coefficient as a tool for analyses. Whereas, Tanwar (2013) using Traget Stores and Pepsico as case study found that differentiation strategy is viable for earning above average returns in specific business because the resulting brand loyalty lowers customer sensitivity to price. He discovered however that firms who combine both low cost and differentiation strategies are only successful in short-term, that they are hardly sustainable in the long-term.

In the Construction Industry in Albanian, Pulaj et al. (2015) made used of ANOVA as a tool for analyzing data and discovered that: some companies do not have a clear strategic orientation, not in all cases that the combination strategy is more successful than other pure strategies, and approved that there is a significant relationship between competitive strategy and performance. Baroto et al., (2012) in their study on Apple-iTunes and Wal-Mart found that Pure Strategy and Hybrid Strategy has been implemented successfully world-wide and that pure strategy has been implement successfully several times but the hybrid strategy has only been recently implemented successfully.

Pertusa-Ortega et al. (2009) in analysing Spanish firms established that multidimensional measures are necessary to capture and better understand the complexity and variety of strategy development process and that hybrid strategy are related to higher performance levels, regardless of the industrial sector they belong to; which concise with previous findings that focused on particular industry (Wright, Kroll, Pray & Lado, 1995; Kroll, Wright & Heiens, 1999). The findings of Claver-Cortes et al., (2011) are consistent with the assertion that hybrid strategy relate to higher performance.

RESEARCH METHODOLGY

The deductive approach was deployed, as it is concerned with testing and confirming of hypotheses (Trochim, 2006). This case study and survey method were adopted with quantitative approach and cross-sectional design in order to obtain the relevant information. The sample size is 40 respondents. The purposive sampling technique was adopted to cover the respondents. Data were collected primarily with the uses of questionnaire. The One-sample t-test statistical method was used to test the significant impact of pure, hybrid and stuck-in-the-middle competitive strategies on level of performance of the broadcasting companies. One-sample t-test is chosen because the researcher compares the strategies to know the one which give the most significant performance in other to guide firms in choosing the most suitable strategy to surpass their competitors in the industry.

ANALYSIS OF DATA

Table 1a: Regression showing the impact of pure strategy on the market share of Companies in the Telecommunication Industry

Model	Sum of squares	df	Mean square	F-value	Crit. Value	p-value	Decision
Between group	664.986	2	332.493	3.14 *	3.00	.04	Rejected
Within group	61781.848	583	105.972				
Total	62446.834	585					

* Sig. at p > 0.05

Interpretation

Table1a shows that the calculated F-value of 3.14 is greater than the critical F-value of 3.00 with a corresponding p-value of .04 is lesser at.05 level of significance. This indicates significant difference; hence, the hypothesis is rejected. Therefore, pure strategy does impact significantly on the market share of companies in the broadcasting industries in Ilorin, Kwara State.

Table 1b: Contribution of independent variable through R-square

Model	R	R-square	Adjusted R-square
1	.121	.015	.016

Table1b indicates the contribution of independent variable. The R-square shows .015 (1.1%) to the dependent variable. To ascertain the contributions of the independent variable, “Beta” weight was computed as shown below:

Table 1c: Contribution of independent variables through Beta weight

Model	unstandardised coefficients		standard coefficients	t	Sig.
	B	Std Error	Beta		
Constant (market share)	36.521	1.211		9.234	.001
Cost Leadership	0.012	.006	0.012	2.412	.012
Differentiation	0.121	.010	.006	3.212	.000

Table1c shows the contributions of each independent variable to market share. The "Beta" weight indicates that pure strategy contributed .012 with a t-value of 9.234.

Discussion

The study revealed that pure strategy does impact significantly on the market share of companies in the broadcasting industries in Ilorin, Kwara State, Nigeria. The adoption of pure strategy implies that either a firm wants to gain a large market-share by focusing its strategy on low- cost product price or emphasized on product differentiation employing varieties of methods in order to be distinct from the competitors. However, in this study, the firms investigated are possibly focused on cost-leadership strategy. This could perhaps. be because we are in Africa were majority of the people are presumed poor hence, product differentiation may not likely give a company an upper-hand over others since few people would be able to afford the price no matter how quality the service or product might be but when an organization is a low-cost provider. According to Tanwar (2013), a successful implementation of cost leadership would help a firm to achieve process engineering skills, products designed for ease of manufacture, sustained access to inexpensive capital, close supervision of labour, tight cost control, and incentive based on quantitative targets, and that the costs of production could be kept at the minimum possible level.

Table 2a: Regression showing the impact of hybrid strategy on the market share of Companies in the Telecommunication Industry

Model	Sum of squares	df	Mean square	F-value	Crit. value	p-value	Decision
Regression	219.454	2	11.404	5.93*	3.23	.00	Rejected
Residual	54064.331	37					
Total	54283.785	40					

Interpretation

Table 2a shows that the calculated F-value of 5.93 is greater than the critical F-value of 3.23 with a corresponding p-value of .00 which greater at 0.05 level of significance. This indicates significant influence; hence, the hypothesis is rejected. Therefore, hybrid strategy does impact significantly on the market share of companies in broadcasting industries in Ilorin, Kwara State, Nigeria.

Table 2b: Contribution of independent variable through R-square

Model	unstandardised coefficients		standard coefficients	t	Sig.
	B	Std Error	Beta		
Constant (market share)	56.575	3.225		17.543	.000
Differentiation	.061	.039	.035	1.579	.115
Cost leadership	.153	.031	.108	4.901	.000

Table 2b indicates the contribution of independent variable. The R-square shows .016 (1.6%) to the dependent variable. To ascertain the contributions of the independent variable, "Beta" weight was computed as shown below:

Table 2c: Contribution of independent variables through Beta weight

Model	Sum of squares	df	Mean square	F-value	Crit. Value	p-value	Decision
Regression	22.807	2	11.404	2.16	3.23	.13	Rejected
Residual	195.193	37	5.275				
Total	218.000						

Table 2c shows the contributions of each independent variable to market share. The "Beta" weight indicates that Hybrid strategy contributed .035 with a t-value of 17.54. Based on the result, it could be seen that hybrid strategy did contribute to market share.

Discussion

Hybrid strategy does impact significantly on the market share of companies in the broadcasting industries in Ilorin, Kwara State, Nigeria. Hybrid strategy is the application of both cost leadership and differentiation methods to outperform competitors in the industry. This finding has shown that the adoption of this strategy enhances higher customer patronage as Learning

(2009), observed that this strategy may become popular as a result of increase in global competitions, In comparison to firms depending on a single strategy, organizations that integrate the generic strategies may position themselves to enhance their ability to adapt quickly to environmental changes and acquire new skills and technology. A firm is able to achieve a competitive advantage by delivering value to customers based on both product features and low price (Learning, 2009). The reason for the higher performance of hybrid could perhaps be as a result of the increasing needs of customers, who want lower price product in a unique way.

Table 3a: Regression showing the impact of stuck-in-the-middle strategy on the market share of Companies in the Telecommunication Industry

Model	Sum of squares	df	Mean square	F-value	Crit. Value	p-value	Decision
Regression	22.807	2	11.404	2.16	3.23	.13	Rejected
Residual	195.193	37	5.275				
Total	218.000						

Interpretation

Table 3a shows that the calculated F-value of 2.16 is less than the critical F-value of 3.23 with a corresponding p-value of .13 which is at 0.05 level of significance. This indicates no significant influence; hence, the hypothesis is accepted. Therefore, there is no significant increase in market share of companies in the broadcasting industries in Ilorin with adoption of stuck-in-the-middle strategy.

Table 3b: Contribution of independent variable through R-square

Model	R	R-square	Adjusted R-square
1	.291	.085	.035

Table3b indicates the contribution of independent variable. The R-square shows .085 (1.8%) to the dependent variable. To ascertain the contributions of the independent variable, "Beta" weight was computed as shown below:

Table 3c: Contribution of independent variables through Beta weight

Model	unstandardised coefficients		standard coefficients	t	Sig.
	B	Std Error	Beta		
Constant (market share)	12.686	2.439		5.201	.000
Differentiation	-.298	.168	-.281	-1.778	.084
Cost leadership	.115	.163	.111	.704	.486

Table 3c shows the contributions of each independent variable to market share. The "Beta" weight indicates that Stuck-in-the-middle contributed -.281 with a t-value of -1.778. Based on the result, it could be seen that stock-in-the-middle did not contribute to market share.

Discussion

There is no significant increase in market share of companies in the broadcasting industries in Ilorin, Kwara State, Nigeria with the adoption of stuck-in-the-middle strategy. Stuck-in-the-middle is such a strategy that does not focused specifically on a strategy or that has no strategic dimension but adopt different ways possible in satisfying customers. The finding of this study is in support of Porters observation as to the ineffectiveness of stuck-in-the-middle strategy as it signifies no significant level of performance compare to hybrid and pure strategy. This type of firm according to Pertusa-Ortega et al. (2007), places a distinct emphasis on none of the dimensions and it does not manage to excel in anything as it results in lower sales and higher customer retention costs, which can be a financial burden on a company. However, separation of business units has been suggested by Porter (1985) for any firm to succeed over the long-term period while adopting multiple strategies.

In conclusion, making comparison among the three strategies as to which of them contribute more to company's performance, one could observed from the tables above that hybrid strategy has the highest calculated F-value of 5.93 which implies that it is the best strategy that could lead to greater performance of a company.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

The findings of the study revealed the three firms studied adopted different strategies to meet their competitive advantage. Multi-choice has shown a

distinct adoption of hybrid strategy, Startimes is distinctively adopting pure strategy (cost leadership) as it seen as low cost provider, while Mytv, and given the average result gotten from the respondents has no distinct strategy ascribed to it, meaning that they are adopting stuck-in-the-middle strategy. It also shows that there is significant impact of the competitive strategy (pure and hybrid strategies). This empirical finding is in line with (Gorondutse and Halim, 2014). It also revealed that hybrid strategy has a greater significant impact on the performance of a firm compare to pure and stuck-in-the-middle strategy, which is consistent with Pertusa-Ortega et al. (2009) and Claver-Cortes et al., 2011 findings. In fact, the more strategic dimension a firm emphasizes, the better it performance. The present day consumers have continuous and increasing access to greater and more exhaustive information about the different offerings of firms and so generally prefer to seek good value for money (Claver-Cortes et al., 2011). This conclude that firms lay emphasizes on a single strategy may restrict their market to a smaller number of customer, because it gives a lower level of performance than other firms that try to combine two strategy.

Stuck-in-the-middle strategy has no significant impact on performance of firms in the broadcasting industry. Organization that does not place a distinct emphasizes on any of the strategy restrict their market to the smallest number of customer and due to this, has no significant impact on performance (Porter, 1980).

It shows that stuck-in-the-middle is strategy on its own and should not be confused with hybrid strategy which place emphasis on both differentiation and cost leadership, this correspond with the assertion of (Acquaah & Yasai-Ardekani2008).

The study shows that for the relevancy and sustainability of firms in the market, organizations have to excel in hybrid strategy. It also revealed that firms cannot compete on pure strategy (cost leadership) alone, that firms that compete distinctively on cost leadership do have a little of differentiation in them for continuous succession (Porter, 1980; Kinyura, 2014).

CONCLUSION

The objective of the study is to examine the extent to which all competitive strategy has impacted on the market-share of the firms in the broadcasting industry in Ilorin, on comparative basis and identify the different strategy adopted by these firms. The study found that broadcasting industry in Ilorin

Kwara State Nigeria deployed different competitive strategies ranging from pure, hybrid and stuck-in-the-middle. In this regards, if firms in the broadcasting industry want to perform at a significantly higher level than competitors, one should excel at hybrid strategy identified in this study and try to do away with the stuck-in-the-middle strategy which give no significant performance than the other.

From this analysis, the study concludes that it is impossible for a firm that is not identified with a particular strategy to attain a significant performance and that stuck-in-the-middle is a strategy on its own and it is different from the hybrid strategy that combine both cost leadership and differentiation strategy together. Finally, intensive efforts of a company in implementing either pure or hybrid strategies appropriately, considering the environment stand the chance of increasing it market-share and achieve sustainability of industries.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations were made: Government should help the broadcasting firms in the provision of adequate facilities that could aid the services they provide for the masses in order to reduce the cost of productions, increase their profits, create the environment for innovations and satisfy the demands of the consumers. Managers should be aware and make use of hybrid competitive strategy to increase their firms' performance.

Broadcasting firms should endeavour to carryout appropriate market feasibility study on the type of strategy to be adopted so as to meet their competitive advantage and outperformed their competitors in the environment in which they are operating.

The regulatory authorities in the broadcasting industries should provide their clients with useful and usable information on the dynamism of their policies and its likely effect on their services. Finally, the concept of stuck-in-the-middle strategy should be furthered looked into and the identifying other variables that can be used to test it relationship as against higher performance.

REFERENCE

Acquaah, M. (2006). Does the implementation of a combination competitive strategy yield incremental performance benefits? A new perspective from a transition economy in Sub-Saharan Africa. *Journal of Business Research.* 61(4):346–354.

Acquaah M., & Yasai-Ardekani M. (2008). Does the implementation of a combination competitive strategy yield incremental performance benefits? A new perspective from a transition economy in Sub-Saharan Africa. *Journal of Business Research.* 61(4), 346–54

Akingbade, W. A. (2014). Competitive Strategies and Improved Performance of Selected Nigerian Telecommunication Industry Companies. *Journals of Entrepreneurship Management and Innovation (JEMI)*.Vol.10(4).

Allen, R.S. & Helms, M. M. (2006). Linking strategic practices and organizational performance to Porter's generic strategies, *Business Process Management Journal*, 12 No. 4, p. 433.

Anande, A.T. (2015). Digitazation: NBC leads Drive For Better Content, More Money For Nigeria. Thisday live. www.thisdaylive.com/articles/digitalization-nbc-leads- better-content-more-money-for-nigeria.

Amoako-Gyampah, K., & Acquaah, M. (2008). Manufacturing strategies, competitive strategies and firms performance: An empirical study in a developing economy environment. *International Journal of Production Economics*, 4 (lll), 1-12

Armstrtong, J.S. & Green, K.C. (2007). Competitor-Oriented Objectives: The Myth of Marketshare. *International Journal of Business*, 12(1).

Baroto, M.B., Abdullahi, M.M., & Wan, H.L. (2012). Hybrid Strategy: A New Strategy for Competitive Advantage. *International Journal of Business and Management*. Vol. 7(20). Pp.120-133.

Claver-Cortes, E., Pertusa-Ortega, E.M., & Molina-Azorin, J.F. (2011). Characteristics of organizational structure relating to hybrid competitive strategy: Implications for performance. Journal or Business Research, 65 (2012), 933-1002.

Cooper, L.G. & Nakanishi, M. (2010). *Market- Share Analysis, Evaluating Competitive Marketing Effectiveness.* C2010 Lee G. Cooper, Boston Dordrecht London.

David, F.R. (2003). *Strategic Management: Concept and Cases*. International Edition.Prentice Hall Pearson Education Inc., Upper saddle river, New Jersey. 174-177

Dess, G. & Davis, P.S. (1984). Porter's (1980) generic strategies as determinants of strategic group membership and organizational performance, *The Academy of Management Journal*, 27, No. 3, pp.467-88

Dess, G.G., Lumpkin, G.T., & Esiner. (2007). *Strategic Management: Text and Cases*. 3rd Edition. McGraw-Hill Irwin, New York.

Explorer, S. (2010). Do you have a competitive strategy: Bases of Competitive Advantage-the Strategy Clock. Retrieved from www.strategyexplorers.com/whitepapers/do-you-have-a-competitive-strategy. pdf

Gibcus, P., & Kemp, R.G.M. (2003). Strategy and small firms performance Netherlands: Scientific Analysis of Entrepreneurship and SMEs. Retrieved from www.eim.nl/smes-and-entrepreneurship.

Gopalakrishna, P., & Subramanian, R. (2001). Revisiting the pure versus hybrid dilemma: Porter's generic strategies in developing economy, *Journal of Global Marketing*, 15, pp. 61-79.

Gorondutse, A.H., & Hilman, H. (2014). Competitive strategies issues on performance of industries: Partial Least Square (PLS) Approach, *Research Journal of Applied Sciences, Engineering and Technology*, 8(14), 1673-1683.

Grant, R.M. (2002*).Contemporary Strategy analysis: Concepts Techniques and Applications*. 4th Edition. Blackwell Publishing, U.S.A.

Hahn, W. & Powers, T. (2010). Strategic plan quality, implementation capability, and firm Performance. *Academy of Strategic Management Journal*, 9 (1), 63-81.

Henry, T.G. (1990). Pratical Sampling. Vol. 12 of Applied Social Science and Research Method. SAGE

Ireland, R., Hokisson, R., & Hitt, M. (2011). The Management of Strategy- International Edition (9th). South-Western, Cengage Lenarning.

Johnson, G., Whittington R. & Scholes, K. (2011). *Exploring Strategy: Text and Cases*. 9th Edition. Harlow, England: Pearson Education Ltd.

Juwah, E. (2011). Telecommunication business in Nigeria: How far? Nigeria Swedish Chamber OF Commerce, Victoria Island, Lagos.

Kaplan, R.S., & Norton, D.P. (2000). The balance Scoredcard. Harvard Business School Press, Boston, MA.

Karanja P. W. (2002). Competitive Strategies of Real Estate Firms: The perspective of porter's Competitive Advantage. Unpublished MBA Thesis, University of Nairobi

Kiechel, W., III. (1981). The decline of experience curve. Fortune, October 5, pp. 139-146

Kinyuira, D., (2014). Effect of Porter's Generic Competitive Strategies on the Performance of Savings and-Credit Cooperatives (Saccos). *Journal of Business and management.* (IOSR JBM). Vol. 16(6). PP. 93-105

Kim, E., Nam, D. & Stimpert, J.L. (2004). The applicability of Porter's generic strategies in the digitalage: assumptions, conjectures, and suggestions, *Journal of Management*, 30 No. 5,pp. 569-89.

Kroll, M., Wright, P. & Heiens, R. (1999). The contributions of product quality to competitive advantage: impacts systematic variance and unexpected variance return, *Strategic Management Journal*, 20 (4), 375-84.

Kumar, K. & Subramanian, R. (1998). Porter Strategic Types: Differences in Internal Processes and their Impact on Performance. *Journal of Applied Business Research*. Vol.14, No.1, 107-24.

Lawrence, A. (2015). Pay Tv Market: Who can Challenge Dstv's Monopoly. The Guardian Newspaper. www.ngrguardiannews.com/2015/10/pay-tv-market-who-can -challenge-dstv-s-monopoly

Learning, D.A. (2009). Integrated Cost Leadership-Differentiation Strategy. Retrievedwww.openlearningworld.com/owl/courses/books/business%20strategies/Business%20Strategy/integrated%20Cost%20leadership%20Differentiation%20 Strategy.html

Livvarcin, O. (2007). "An Exploratory Study on Dtrategic Direction and Strategy Magnitude in `Organizations: The Strategy Vector Model", Phd Thesis Dissertation, Yeditepe University,Turkey.

Miller, D. (1992). The generic strategy trap. *Journal of Business Strategy*, 13, 37-41.

Mutunga, S.L .& Minja, D. (2014). Generic Strategies Employed by Food and Beverages Firms in Kenya and their Effects on Sustainable Competitive Advantage. *International Journal of Business and Management Review*, Vol.2.No.6, pp. 1-15.

Nihat, K. (2015). Corporate Entrepreneurship, Generic Competitive Strategies, and Firm Performance in Small and Medium-Sized Enterprises. *Social and Behaviourial Sciences* 207 (2015) 662-668.

Ogundele, O.J.K., (2012*). Entrepreneurship development, Corporate Governance and Small Business Management*. Omolofin Nominees, Lagos. pp. 698.

O'Regan, N., Kluth, C. & Parnell, J. (2011). The demise of strategic groups as an influence on firm performance: lessons from them UK plastics industry, Strategic Change, 20, pp. 111–26.

Otokiti, S.O. (2010). *Contemporary Issues and Controversy in Research Methodology.* 2010 Edition, Management Review Ltd, Lagos, Nigeria.

Parker, B. & Helms, M.M. (1992). Pulaj, E., Kume, V., & Cipi, A. (2015). The impact of Generic competitive strategies on organizational performance. The evidence from Albanian context. *Eupropean Scientific Journal*, Vol.11, No. 28, 1857-7431.

Parnell, J. A. (1997). New evidence in the generic strategy and business performance debate: a research note, *British Journal of Management*, 8, pp. 175-181

Papulova, E., & Papulova, Z. (2006). Competitive Strategy and Competitive Advantages of Small and Midsized Manufacturing Eterprises in Slovakia. E-leader Slovakia.

Pearce, J., & Robinson, R. (1994). *Strategic management-formulation and control* (5th Edition). Burr Ridge/IL: Irwin

Pertusa-Ortega, E.M., Molina-Azorín, J.F. & Claver-Cortés, E. (2009). Competitive strategies and firm performance: a comparative analysis of pure, hybrid and 'stuck-in the- middle strategies in Spanish firms, *British Journal of Management*, 20, pp. 508-23.

Porter, M. (1985). *Competitive Advantage: Creating & Sustaining Superior Performance*, Free Press, and New York, NY.

Porter, M., (1980, 1985). *Competitive Strategy*, Free Press, New York, NY.

Powers, T.L., & Hahn, W. (2004). Critical competitive methods, generic strategies, and firm performance. *International Journal of Bank Marketing*, 22 No. 1, pp. 43-64.

Pulaj, E., Kume, V., & Cipi, A. (2015). The Impact of Generic Competitive Strategies on organizational Performance. The Evidence From Albanian Context. *European Scientific Journal*. Vol.11, No.28, Pp. 273-283.

Saint-leger, R. (2016). The Pros and Cons of Differentiation Strategy. Demand media Retrieved online 2016.

Slater, S.F., & Olson, E.M. (2001). Strategy type and performance: the influence of sales force management, *Strategic Management Journal*, 21, pp. 813-829

Tanwar, R., (2013). Porter's Generic Competitive Strategies. *Journal of Business and Managemen* (IOSR-JMB). Vol. 15(1), pp.11-17

Thompson, J.E., Peteraf, Gamble, A.J., & Strickland, I. (2006, 2012*). Crafting and Executing Strategy: Concepts and Readings*. Global Edition: McGraw-Hill Irwin.

Trochim, W.M.K. (2006). Deductive and Inductive Approaches . Retreived Online 2006.

Venkatraman, N. & Ramanujam, V. (1996). Measurement of business performance in strategy research: a comparison of approachs. *Academy Management Review*, 11(1), 57-69

Walker, O.,& Ruckert, R. (1987). Marketing's role in the implementation of business Strategies: a critical review and conceptual framework. Journal of Marketing, 51,1533 http://dx.doi.org/10.2307/1251645.

Wheelen, T. L. & Hunger, J. D. (2008). Strategic Management and Business policy, 11th Edition, New Jersey: Prentice Hall.

Wright, P., Kroll, M., Pray, B., & Lado, A. (1995). Strategic orientation, competitive advantage and business performance, *Journal of Business Review*. 33 (2), 111-24.

Yasai-Ardekani, M., & Nystrom, P. (1996). Design for environmental scanning systems: Test of a Contingency Theory, Management Science, 187-204, http://dx.doi.org/10.1287/mnsc.42.2.187.

Yoo, J.W., Lemak, D.J., & Choi, Y. (2006). Akingbade (2014). Competitive strategies and improved Performance of selected Nigeria Telecommunication Companies. *Journal of Entrepreneurship and Innovation* (JEMI), Vol. 10(4), 143-167.