



International Journal of Research Publication and Reviews

Journal Homepage: www.ijrpr.com ISSN 2582-7421

Competitive Strategies and Performance of Commercial Television Networks in Kenya: An Empirical Study

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ABSTRACT

Commercial television networks in Kenya operate in an increasingly competitive environment characterised by changing audience preferences, technological developments, digital disruption and changing patterns of media consumption. These pressures have increased the need for television networks to adopt competitive strategies capable of strengthening their market position and organisational performance. This study examined the relationship between competitive strategies and the performance of commercial television networks in Kenya. The study was anchored on Porter's Competitive Advantage Theory and supported by the Resource-Based View. A positivist philosophy and deductive approach were adopted, using a descriptive cross-sectional survey design. The target population comprised 5,500 employees from seven selected commercial television networks in Kenya. Using Yamane's formula, a sample of 373 respondents was selected through multistage sampling involving stratification and proportionate random sampling. Data were collected using structured questionnaires and analysed using descriptive statistics, Pearson correlation and simple linear regression. Of the 373 questionnaires distributed, 317 were fully completed, representing an 85% response rate. The findings indicated a high level of adoption of competitive strategies, with an aggregate mean of 4.33 (SD = 0.761). Pearson correlation analysis established a strong positive and statistically significant relationship between competitive strategies and organisational performance ($r = .765$, $p < .001$). Regression analysis further showed that competitive strategies explained 58.5% of the variance in organisational performance ($R^2 = .585$), while the regression coefficient was positive and statistically significant ($\beta = .765$, $p < .001$). The study rejected the null hypothesis and concluded that competitive strategies are significantly and positively associated with the performance of commercial television networks in Kenya. The findings suggest that television networks should strengthen cost efficiency, differentiation, innovation, market focus, branding and responsiveness to changing audience demands.

Keywords: Competitive strategies, cost leadership, differentiation, focus strategy, organisational performance, television networks, Kenya

1 Background to the Study

The ability of organisations to sustain satisfactory performance in competitive markets depends substantially on how they position themselves relative to competitors and how effectively they deploy their resources. Competition affects the manner in which organisations determine their markets, allocate resources, develop products and services, respond to customers and pursue growth. Strategic management literature has consequently placed considerable attention on the relationship between competitive strategy and organisational performance. Porter (1985) identifies cost leadership, differentiation and focus as the three generic strategies through which firms can establish competitive advantage. Cost leadership seeks to achieve a relatively lower cost structure than competitors, differentiation seeks to provide products or services perceived as distinctive, while focus concentrates organisational resources on a particular market segment. The underlying proposition is that organisations that establish an appropriate competitive position can create superior value for customers and strengthen their performance.

The relevance of competitive strategies is particularly evident in industries experiencing rapid technological and market changes. Firms must continuously respond to competitors, changing customer preferences and new forms of market entry. Competitive strategies therefore provide organisations with a framework for deciding how they will compete, which customers they will serve and how they will create value. The effectiveness of these strategies, however, depends on the firm's ability to align strategic choices with available resources and the conditions of its operating environment. Commercial television networks represent a particularly important setting in which to examine this relationship. Television broadcasting in Kenya has evolved considerably from its earlier state-controlled structure. The liberalisation of the broadcasting sector led to the entry of private television stations and increased competition for viewers and advertising revenue. Kenya Television Network (KTN) was launched in 1990 as the first private television station, followed by other major networks, including Nation TV and Citizen TV. The expansion of broadcasting subsequently increased the diversity of content available to Kenyan audiences.

Technological developments have further transformed the television industry. Kenya's transition from analogue to digital broadcasting expanded the number of channels and facilitated the development of niche programming. At the same time, international and local streaming platforms have provided audiences with alternatives to conventional television. The increased availability of smartphones and internet connectivity has also enabled audiences to

consume video content outside traditional television schedules. These developments have intensified competition among television networks. Commercial broadcasters compete for audience attention, advertising revenue, market share and content. They must therefore make strategic decisions concerning programming, pricing, branding, market segmentation, technology and audience engagement. The study's source document describes the commercial television environment as one characterised by shifting viewer preferences, digital disruption and regulatory demands.

The competitive environment has also affected the financial sustainability of television businesses. The source study reports that Kenya's entertainment and media environment experienced substantial changes during and after the COVID-19 period, including shifts from traditional media towards digital platforms, streaming, internet advertising, gaming and podcasts. These changes have increased competition for advertising expenditure and audience attention.

Competitive strategy therefore becomes relevant not simply as a means of attracting audiences but also as an approach to maintaining organisational performance. Cost leadership may help networks manage production and operating costs. Differentiation can allow a network to distinguish its programming and brand from competitors, while focus strategies can enable networks to address particular audience segments through specialised programming.

The importance of these strategies is reflected in the empirical literature. Das and Canel (2023) reviewed the relationship between competitive strategies and firm performance and found that cost leadership, differentiation and focus strategies have generally been associated with superior organisational performance, although their effects vary across industries and environmental conditions.

Evidence from Kenya similarly suggests that competitive strategies are associated with organisational outcomes. Buul and Omundi (2020) found that cost leadership, differentiation, market focus and strategic alliances positively influenced the performance of small and medium enterprises. Baraza and Arasa (2020) reported that cost leadership, differentiation and focus strategies were important to decision-making and organisational performance in manufacturing firms.

Mwaniki and Anene (2023), in their study of Kenyan telecommunications firms, found that cost leadership, market focus and differentiation were positively and significantly associated with organisational performance. Their findings indicated that telecommunications firms used economical strategies to strengthen market share, differentiated their services from competitors and segmented their offerings according to customer needs.

Pulaj et al. (2020) similarly found significant positive effects of cost leadership, differentiation and focus strategies on organisational performance among construction firms. Sagwa and Kembu (2023) also reported a positive effect of competitive strategy on organisational performance among deposit-taking SACCOs in Nairobi County.

Despite these findings, evidence concerning commercial television networks in Kenya remains comparatively limited. Studies in the television sector have addressed technology adoption, audience measurement and digital transformation, but fewer have directly examined the relationship between Porter's generic competitive strategies and the performance of commercial television networks. Greene and Yao (2023), for example, examined market and non-market strategies in television audience measurement rather than the broader commercial broadcasting sector. Omanje (2023) examined internet television and the performance of pay-TV companies in Kenya, focusing primarily on technological adoption and content delivery.

This creates a contextual gap. Evidence from telecommunications, manufacturing, hospitality, construction and other industries cannot automatically be assumed to apply to commercial television because broadcasting is characterised by distinctive competitive dynamics, including audience fragmentation, advertising dependence, content competition, digital disruption and rapid changes in media consumption.

The present study therefore examined the relationship between competitive strategies and the performance of commercial television networks in Kenya.

1.2 Problem Statement

Commercial television networks in Kenya operate in a highly competitive and rapidly changing environment. Competition has intensified because of the entry of additional broadcasters, digital migration, online video platforms, streaming services and changing audience preferences. The resulting competition places pressure on television networks to maintain audience engagement, advertising revenue, profitability and market position.

The problem is not merely the existence of competition but the ability of television networks to translate their competitive strategies into sustained organisational performance. The study source indicates that commercial television networks face challenges associated with profitability, audience retention, financial instability, operational inefficiencies and market fragmentation.

Previous studies have established relationships between competitive strategies and organisational performance in various sectors. However, much of this evidence comes from manufacturing, telecommunications, construction, insurance, SMEs and other industries. Evidence specific to Kenya's commercial television networks remains limited. The available television-sector studies have tended to focus on digital transformation, audience measurement or pay-TV technology rather than examining cost leadership, differentiation and focus as an integrated competitive strategy construct.

The lack of sector-specific empirical evidence creates uncertainty concerning whether competitive strategies are associated with better performance among Kenyan commercial television networks. The present study addresses this gap by empirically examining the relationship between competitive strategies and the performance of selected commercial television networks in Kenya.

1.3 Objective of the Study

The study sought to:

Determine the relationship between competitive strategies and the performance of commercial television networks in Kenya.

1.4 Research Hypothesis

The study tested the following null hypothesis:

H₀₁: There is no statistically significant relationship between competitive strategies and the performance of commercial television networks in Kenya.

1.5 Significance of the Study

The study contributes empirical evidence concerning the strategy-performance relationship within Kenya's commercial television industry. The findings are relevant to television executives because they provide evidence on whether cost leadership, differentiation and focus strategies are associated with organisational performance.

The study also contributes to strategic management scholarship by extending research on Porter's generic strategies to the commercial broadcasting context. Existing evidence has concentrated largely on other industries, making television broadcasting a useful context for examining whether established competitive strategy principles remain applicable under conditions of digital disruption.

The findings may also assist policymakers and industry stakeholders in understanding the strategic pressures affecting commercial television networks. A better understanding of competitive strategies may contribute to discussions concerning sustainable media businesses, content development, audience engagement and industry competitiveness.

2. Literature Review

2.1 Theoretical Foundation

2.1.1 Porter's Competitive Advantage Theory

The study was primarily anchored on Porter's Competitive Advantage Theory. Porter (1985) argues that organisations can establish competitive advantage by creating greater value for customers than competitors. The theory identifies cost leadership, differentiation and focus as generic approaches through which firms can establish competitive positions.

Cost leadership involves achieving competitive advantage through relatively lower costs. A firm pursuing cost leadership seeks to improve efficiency across its value chain while maintaining acceptable levels of quality. In commercial television, cost leadership may involve efficient programme production, prudent management of operating expenses, effective utilisation of broadcasting infrastructure and efficient allocation of resources.

Differentiation involves creating products or services perceived as distinct by customers. In television broadcasting, differentiation may arise from exclusive programmes, local content, investigative journalism, sports programming, entertainment formats, strong presenters, technology-enabled services and distinctive branding.

Focus involves concentrating on a specific segment of the market and serving that segment more effectively than competitors. Television networks may apply focus through vernacular programming, youth-oriented programming, specialised sports content, news channels or other audience-specific formats.

The relevance of Porter's theory to television networks lies in the intense competition for audiences, advertising revenue, content and market share. A network that offers distinctive content may attract viewers who value that content, while a network that operates efficiently may be able to compete more effectively on costs. A focused network may develop specialised programming for a particular audience segment.

The theory nevertheless has limitations. Competitive advantage does not automatically translate into superior performance in every context. The effectiveness of a strategy can depend on changes in technology, regulation, consumer preferences, organisational capabilities and competitive intensity. The source study recognises this limitation and supplements the competitive advantage perspective with the Resource-Based View and Contingency Theory.

2.1.2 Resource-Based View

The Resource-Based View complements Porter's theory by focusing on the internal resources and capabilities that allow organisations to implement competitive strategies. The theory argues that valuable and difficult-to-imitate resources can provide the basis for sustainable competitive advantage.

For commercial television networks, relevant resources include content production capabilities, technological infrastructure, human capital, brand reputation, audience relationships and organisational capabilities. The source study specifically identifies content production capabilities, technological infrastructure, human capital and organisational culture as resources that can support competitive strategies.

The Resource-Based View is therefore relevant because competitive strategies cannot be implemented independently of organisational capabilities. A television network may adopt a differentiation strategy, for example, but the strategy will be effective only if the organisation has the creative, technical and financial capabilities necessary to produce distinctive content.

2.2 Competitive Strategies

Competitive strategies refer to the strategic approaches organisations employ to compete effectively, retain existing customers, attract new customers and strengthen their market position. In this study, competitive strategies were operationalised through cost leadership, differentiation and focus strategies.

Cost Leadership

Cost leadership seeks to establish a relatively lower cost structure than competitors. It requires efficient use of organisational resources and control of operating costs. Within television broadcasting, cost leadership can involve efficient programme production, effective use of broadcasting facilities, controlled administrative costs and efficient resource allocation. Cost reduction can also provide resources for investment in programming, technology and digital services. The study's findings indicate that cost reduction was strongly evident among the television networks. Respondents gave a mean score of 4.54 (SD = .614) to the statement that cost reduction had been used to enhance product innovation. Lower operating costs enabling cost leadership received a mean of 4.35 (SD = .795).

Differentiation

Differentiation involves developing products or services that customers perceive as distinctive. In broadcasting, differentiation can be achieved through programme quality, exclusive content, innovation, brand development and audience experience. The study found that respondents strongly agreed that their organisations released innovative and value-added programmes to maintain product or service superiority and improve profitability. This item recorded a mean of 4.32 (SD = .742). Programme brands also recorded a high mean of 4.28 (SD = .903). The importance of differentiation is supported by Otto et al. (2020), whose synthesis found a consistent positive relationship between customer satisfaction and firm performance. In highly competitive markets, distinctive products and services may contribute to customer satisfaction and organisational performance.

Focus Strategy

Focus involves concentrating on a particular market segment and developing products or services that meet the needs of that segment. The approach is relevant to television networks because audience preferences are not homogeneous. Television networks may focus on particular audience segments through local-language programming, specialised entertainment, sports, news or other niche content. The study found a mean of 4.30 (SD = .679) for concentration on a particular market niche to provide high-quality programmes.

2.3 Organisational Performance

Organisational performance refers to the extent to which an organisation achieves its objectives using available resources. Performance can be assessed using financial and non-financial measures. The study adopted a multidimensional perspective of organisational performance. The measures included sales growth, market-share growth, increased customer base, return on investment and return on assets. The use of multiple performance indicators is appropriate because television networks pursue several objectives simultaneously. Financial performance may include revenue collection, profitability and returns, while non-financial performance may include audience reach, market share, customer satisfaction and the effectiveness of internal performance-monitoring systems. The study's respondents reported relatively high performance, with an aggregate mean of 4.05 (SD = 1.016). Revenue collection improvement recorded the highest mean of 4.13, while profitability resulting from the implementation of competitive strategies recorded 4.11.

2.4 Empirical Evidence

Zairbani and Jaya Prakash (2023) conducted a systematic review of competitive strategy and organisational performance. Their review indicated that strategic growth, differentiation and cost leadership were associated with organisational performance and competitive positioning. The study provided a broad synthesis but called for contextual investigation in specific industries and markets.

Das and Canel (2023) reviewed competitive strategy and firm performance and concluded that cost leadership, differentiation and focus strategies have generally been positively associated with performance. They also argued that the strength of the relationship can vary according to environmental turbulence, industry maturity and organisational flexibility.

Arslan and Can (2025) examined differentiation strategy and business performance among mid-level and senior executives in Turkey. Using CFA and SEM, they reported a positive influence of differentiation strategies on business performance. The study was conducted outside the broadcasting industry, however, and therefore provides supporting but not sector-specific evidence.

Mwaniki and Anene (2023) investigated competitive strategies among Kenyan telecommunications companies using data from 384 employees across six firms. They found that cost leadership, market focus and differentiation were positively and significantly correlated with organisational performance. Their findings provide useful Kenyan service-sector evidence supporting the relationship tested in the present study.

Buul and Omundi (2020) examined competitive strategies and SME performance in Kenya. They found that cost leadership, differentiation, market focus and strategic alliances had positive and significant effects on SME performance. The findings support the argument that strategic positioning can influence organisational outcomes in the Kenyan business environment.

Pulaj et al. (2020) examined Porter's generic strategies among construction firms and reported significant positive effects of cost leadership, differentiation and focus strategies on organisational performance. Their findings support the theoretical proposition that the three generic strategies can contribute to superior organisational outcomes.

Muia (2020) examined competitive strategies and performance in Kenya's insurance sector. The study found a strong positive correlation between differentiation strategy and performance and reported a positive and significant regression effect. This suggests that differentiation can be particularly useful in service industries where firms compete for customer attention and loyalty.

Chepngetich and Kimencu (2018) examined competitive strategies and the performance of mobile service providers in Nairobi. Their study found that competitive strategies collectively had a strong positive effect on organisational performance. Although the study predates some of the more recent digital developments in Kenya, it provides additional evidence from a highly competitive service industry.

In the media sector, Dekoulou and Trivellas (2020) examined organisational structure, innovation performance and customer relationship value in the Greek advertising and media industry. They found that less centralised organisational structures were associated with stronger innovation performance and customer relationship value. While their study did not directly test competitive strategy, it demonstrates the importance of organisational capabilities in competitive media environments.

Omanje (2023) examined internet television and pay-TV performance in Kenya. The study highlighted the importance of content delivery, competitive pricing, attractive user interfaces and exclusive programming in a market characterised by several competing providers. These findings are particularly relevant to the present study because they demonstrate how television networks must differentiate their offerings as audience consumption patterns change.

Greene and Yao (2023) examined market and non-market strategies in television audience measurement. Their study demonstrated that organisations in television-related markets use both market strategies and responses to regulatory constraints to protect their competitive position. However, the study focused on audience measurement rather than commercial television networks.

2.5 Research Gap

The reviewed literature establishes substantial evidence supporting a positive relationship between competitive strategies and organisational performance. Nevertheless, three gaps remain. First, there is a contextual gap. Much of the existing evidence comes from manufacturing, telecommunications, construction, insurance, SMEs and other industries. Direct evidence concerning commercial television networks in Kenya remains limited.

Second, there is a sectoral gap. Existing media studies have focused on organisational structure, digital transformation, audience measurement or technology adoption rather than directly testing the relationship between cost leadership, differentiation and focus strategies and television-network performance.

Third, there is an empirical measurement gap. Existing studies use different performance indicators and methodologies. The present study addresses this gap by using a structured quantitative survey to measure competitive strategies and multidimensional organisational performance among employees of selected commercial television networks in Kenya.

3. Methodology

3.1 Research Philosophy and Approach

The study adopted a positivist research philosophy. Positivism emphasises objective measurement, empirical observation and statistical hypothesis testing. The philosophy was appropriate because the study sought to measure competitive strategies and organisational performance using structured quantitative indicators and determine whether a statistically significant relationship existed between them. A deductive approach was employed. The study began with established theoretical propositions, particularly Porter's Competitive Advantage Theory, and developed a testable hypothesis concerning the relationship between competitive strategies and performance. Quantitative data were then collected and analysed to determine whether the empirical evidence supported the hypothesis.

3.2 Research Design

A descriptive cross-sectional survey design was adopted. The design enabled the researcher to collect data from respondents during a defined period and describe existing competitive strategies and performance characteristics. The correlational component enabled the researcher to establish the direction and strength of the relationship between competitive strategies and organisational performance. Because the study was cross-sectional, the findings are interpreted as statistical associations rather than definitive evidence of causality. The design does not establish temporal precedence between competitive strategies and performance.

3.3 Study Population

The target population comprised 5,500 employees from seven selected commercial television networks in Kenya: Citizen TV, NTV, KTN, GOtv, Zuku Satellite TV, K24 and StarTimes Kenya Ltd. The population included top management, middle-level management and operational staff.

The distribution of the population was:

Table 1: Target Population

Television Network	Population	Percentage
\	1,033	19%
NTV	1,850	34%
KTN	944	17%
GOtv	300	5%
Zuku Satellite TV	485	9%
K24	384	7%
StarTimes Kenya Ltd	504	9%
Total	5,500	100%

3.4 Sampling and Sample Size

The study employed multistage sampling. First, the seven television networks constituted the study sites. Second, employees were stratified according to staff cadre. Third, proportionate sampling was used to allocate the sample according to network size, followed by simple random sampling within the strata.

The sample size was calculated using Yamane's formula:

$$n = N / [1 + N(e^2)]$$

Where:

- n = sample size
- N = target population
- e = level of precision

Using a population of 5,500 and a 5% level of precision produced a sample of 373 respondents.

The proportional allocation was:

Table 2: Sample Size

Television Network	Population	Sample
Citizen TV	1,033	70
NTV	1,850	125
KTN	944	64
GOtv	300	23
Zuku Satellite TV	485	33

Television Network	Population	Sample
K24	384	26
StarTimes Kenya Ltd	504	34
Total	5,500	373

3.5 Data Collection Instrument

Data were collected using a structured, self-administered questionnaire. The questionnaire consisted of five sections covering demographic characteristics, competitive strategies, corporate culture, regulatory framework and organisational performance. For this article, analysis focuses on the competitive-strategy and organisational-performance sections.

3.6 Pilot Study

A pilot study involving 37 respondents, equivalent to approximately 10% of the main sample, was conducted at Kenya Broadcasting Corporation. KBC was excluded from the main study. The pilot exercise was undertaken to assess the clarity, relevance and reliability of the questionnaire.

3.7 Validity and Reliability

Content and face validity were assessed through expert review, while construct validity was assessed through exploratory factor analysis. Items with factor loadings above .50 were retained. All seven competitive-strategy items recorded factor loadings above .50, ranging from .645 to .921, indicating that the items were suitable for measuring the construct. Cronbach's alpha was used to assess internal consistency. Competitive strategies recorded an alpha of .843, while organisational performance recorded .946, both exceeding the study's minimum threshold of .70.

3.8 Data Analysis

Data were analysed using SPSS. Descriptive statistics, including means and standard deviations, were used to summarise competitive strategies and organisational performance. Pearson's product-moment correlation was used to determine the direction and strength of association between competitive strategies and performance. Simple linear regression was used to test the study hypothesis.

The regression model was specified as:

$$P = \beta_0 + \beta_1 CS + \varepsilon$$

Where:

P = performance of commercial television networks

β_0 = intercept

β_1 = regression coefficient

CS = competitive strategies

ε = error term

The null hypothesis was rejected when the p-value was below .05.

3.9 Diagnostic Tests

The study assessed normality, multicollinearity, heteroscedasticity and linearity before inferential analysis. Shapiro-Wilk results indicated acceptable normality, with p-values above .05 for competitive strategies and organisational performance. The study also found no problematic multicollinearity, with VIF values below 10. The Breusch-Pagan/Cook-Weisberg test produced a p-value of .5408, indicating no evidence of heteroscedasticity.

4. Results

4.1 Response Rate

Of the 373 questionnaires distributed, 317 were fully completed, while 56 were incomplete or not returned. The resulting response rate was therefore 85%.

Table 3: Response Rate

Category	Frequency	Percentage
Returned/complete	317	85
Not returned/incomplete	56	15
Total	373	100

An 85% response rate provided a strong basis for the statistical analysis.

4.2 Respondent Characteristics

The respondents comprised employees at different organisational levels. Lower-level management constituted 46%, middle-level management 44% and top management 10%. The majority of respondents were male (59%), while females accounted for 41%. Most respondents had substantial organisational experience, with 44% reporting six to ten years of service and 27% reporting 11–15 years. The educational profile was also relatively high, with 46% holding master's degrees and 43% holding undergraduate degrees.

These characteristics indicate that a substantial proportion of respondents had sufficient organisational experience and educational background to assess competitive strategies and organisational performance.

4.3 Descriptive Results for Competitive Strategies

Table 4: Competitive Strategies

Competitive Strategy Indicator	N	Mean	SD
Cost reduction used to enhance product innovation	317	4.54	.614
Lower operating costs enabled cost leadership	317	4.35	.795
Innovative and value-added programmes	317	4.32	.742
Programmes developed into well-known brands	317	4.28	.903
Concentration on a particular market niche	317	4.30	.679
Rapid response to changing consumer demands	317	4.21	.833
Aggregate	317	4.33	.761

The results demonstrate that competitive strategies were widely practised by the commercial television networks. The aggregate mean of 4.33 falls within the strong-agreement range of the five-point scale. Cost reduction recorded the highest mean ($M = 4.54$, $SD = .614$). This suggests that cost efficiency was a particularly prominent component of competitive strategy among the television networks.

Lower operating costs and cost leadership recorded a mean of 4.35, while innovative and value-added programmes recorded 4.32. Concentrating on particular market niches recorded 4.30, and programme brand development recorded 4.28. The lowest, although still high, mean was recorded for rapid response to changing consumer demands ($M = 4.21$).

Overall, the findings demonstrate that the networks employed competitive strategies through several complementary mechanisms rather than relying on a single strategic approach.

4.4 Organisational Performance

Table 5: Performance of Commercial Television Networks

Performance Indicator	N	Mean	SD
Improvement in revenue collection	317	4.13	1.048
Profitability resulting from competitive strategies	317	4.11	1.114

Performance Indicator	N	Mean	SD
Increase in return on assets	317	4.04	1.037
Regular evaluation of functional strategies	317	4.04	.961
Control mechanisms for customer satisfaction	317	4.01	1.073
Aggregate	317	4.05	1.016

The aggregate performance mean was 4.05 (SD = 1.016), indicating generally positive perceptions of organisational performance. Improvement in revenue collection recorded the highest mean ($M = 4.13$), followed by profitability resulting from competitive strategies ($M = 4.11$). The results suggest that respondents perceived competitive strategy implementation as occurring alongside improvements in important organisational outcomes.

4.5 Correlation Analysis

Pearson correlation analysis was undertaken to determine the relationship between competitive strategies and organisational performance.

Table 6: Correlation between Competitive Strategies and Performance

Variables	Performance	Competitive Strategies
Performance	1.000	.765**
Competitive strategies	.765**	1.000
Significance	—	< .001

Note. Correlation is significant at the .01 level (two-tailed).

The results indicate a strong positive relationship between competitive strategies and performance ($r = .765$, $p < .001$). This means that higher levels of competitive strategy adoption were associated with higher reported levels of organisational performance. The correlation result does not, on its own, establish causality. Regression analysis was therefore used to determine whether competitive strategies significantly predicted organisational performance.

4.6 Regression Analysis

Table 7: Regression Model Summary

Model	R	R ²	Adjusted R ²	Std. Error
Competitive strategies → Performance	.765	.585	.584	.29423

The regression model produced $R = .765$, confirming a strong positive relationship between competitive strategies and performance. The coefficient of determination, $R^2 = .585$, indicates that competitive strategies explained 58.5% of the observed variation in organisational performance.

The remaining 41.5% was attributable to factors outside the model. Such factors may include organisational resources, technological capabilities, leadership, market conditions and audience preferences, although these factors were not directly tested in the model.

Table 8: ANOVA

Model	Sum of Squares	df	Mean Square	F	p
Regression	41.043	1	41.043	573.30	< .001
Residual	22.624	316	.0716	—	—
Total	63.667	317	—	—	—

The ANOVA results demonstrate that the regression model was statistically significant, $F(1, 316) = 573.30$, $p < .001$. The model therefore provided statistically significant evidence that competitive strategies were associated with organisational performance.

Table 9: Regression Coefficients

Predictor	B	SE	β	t	p
Constant	2.300	.044	—	52.265	< .001
Competitive strategies	.304	.015	.765	20.747	< .001

The coefficient for competitive strategies was positive and statistically significant ($B = .304$, $SE = .015$, $\beta = .765$, $t = 20.747$, $p < .001$). The results indicate that a one-unit increase in the competitive-strategy score was associated with an estimated 0.304-unit increase in organisational performance.

The estimated regression equation was:

$$P = 2.300 + 0.304CS + \varepsilon$$

The standardised beta coefficient of .765 indicates a strong positive association between competitive strategies and organisational performance.

4.7 Hypothesis Testing

The null hypothesis stated:

H₀₁: There is no statistically significant relationship between competitive strategies and the performance of commercial television networks in Kenya.

The regression coefficient was statistically significant at $p < .001$, which is below the predetermined significance level of .05. The regression model was also statistically significant, $F(1,316) = 573.30$, $p < .001$.

The null hypothesis was therefore rejected.

The study concludes that: Competitive strategies have a positive and statistically significant relationship with the performance of commercial television networks in Kenya.

5. Discussion

The findings provide strong empirical evidence that competitive strategies are positively associated with the performance of commercial television networks in Kenya. The Pearson correlation of $r = .765$ indicates a strong positive relationship, while the regression analysis demonstrates that competitive strategies explain 58.5% of the variation in organisational performance.

The finding supports Porter's Competitive Advantage Theory. According to Porter (1985), firms can improve their competitive position by adopting cost leadership, differentiation or focus strategies. The current findings suggest that these strategic approaches are relevant to the Kenyan commercial television industry.

The high descriptive mean for competitive strategies ($M = 4.33$) indicates that respondents perceived their organisations as actively implementing competitive strategies. Cost reduction recorded the highest score ($M = 4.54$), suggesting that efficiency and cost management were particularly prominent. This may reflect the economic pressure experienced by broadcasters competing for advertising revenue while simultaneously investing in content and technology.

The finding is consistent with Kowo et al. (2018), who found that cost leadership significantly contributed to cost reduction among SMEs. It also agrees with Mwaniki and Anene (2023), who found that Kenyan telecommunications firms used cost-oriented strategies to improve market share and sustain competitive advantage.

The strong role of innovation and value-added programmes also supports the differentiation component of Porter's framework. The television networks recorded a mean of 4.32 for innovative and value-added programmes. This suggests that programme innovation is an important means through which networks seek to distinguish themselves from competitors.

This result is consistent with Arslan and Can (2025), who found a positive relationship between differentiation strategy and business performance. It is also consistent with Muia (2020), who found a strong positive relationship between differentiation strategy and performance in Kenya's insurance sector.

The finding concerning market focus is also consistent with Porter's theory. Concentration on a particular market niche recorded a mean of 4.30, suggesting that television networks recognise the importance of serving specific audience groups. This is especially relevant in a fragmented media environment where audiences differ in language, age, interests, location and content preferences.

The finding is consistent with Mwaniki and Anene (2023), who found that Kenyan telecommunications firms segmented their offerings according to customer needs and that market focus was positively associated with organisational performance.

The overall finding also agrees with Das and Canel (2023), whose review concluded that cost leadership, differentiation and focus strategies are generally positively related to firm performance. The present study extends this evidence to commercial television networks in Kenya.

The findings further support Pulaj et al. (2020), who reported significant positive effects of cost leadership, differentiation and focus strategies on organisational performance. They are also consistent with the findings of Buul and Omundi (2020), who established positive effects of competitive strategies on the performance of Kenyan SMEs.

The strong relationship identified in the current study is particularly meaningful given the competitive conditions within Kenya's television industry. The growth of digital platforms has expanded consumer choice and weakened the exclusive position traditionally held by television broadcasters. Consequently, television networks must compete not only against other broadcasters but also against online video platforms and streaming services.

The findings therefore suggest that competitive strategies remain relevant even under digital disruption. However, the strategies must be continuously adapted. Cost leadership cannot simply mean reducing expenditure; excessive cost reduction could undermine programme quality. Similarly, differentiation must involve meaningful differences that audiences value rather than superficial differences that competitors can easily replicate.

The findings also support the Resource-Based View. Competitive strategies are unlikely to produce strong performance unless networks possess the resources and capabilities necessary to implement them. Innovative programmes, strong brands and niche content require skilled employees, production capabilities, technology and financial resources. The positive relationship identified in the study therefore reflects not only strategic choice but also the ability of networks to translate strategic choices into organisational activities.

The study's R^2 of .585 is particularly significant. It indicates that competitive strategies account for more than half of the observed variation in organisational performance. However, 41.5% remains unexplained, confirming that performance is multidimensional and cannot be attributed exclusively to competitive strategy. This observation is consistent with the broader strategic-management literature, which recognises the influence of resources, organisational capabilities, environmental conditions, leadership and market characteristics on performance.

6. Conclusion

The study examined the relationship between competitive strategies and the performance of commercial television networks in Kenya. The findings demonstrate that competitive strategies were widely practised, with an aggregate mean of 4.33. Cost reduction, cost leadership, innovation, branding, market focus and responsiveness to consumer demands all recorded high levels of agreement among respondents.

Pearson correlation analysis established a strong positive relationship between competitive strategies and organisational performance ($r = .765$, $p < .001$). Regression analysis further demonstrated that competitive strategies significantly predicted organisational performance, explaining 58.5% of the variance ($R^2 = .585$). The regression coefficient was positive and statistically significant ($\beta = .765$, $p < .001$).

The null hypothesis was therefore rejected. The study concludes that stronger adoption of competitive strategies is associated with better performance among commercial television networks in Kenya. The findings provide empirical support for Porter's Competitive Advantage Theory and extend previous evidence from other industries to Kenya's commercial television sector.

7. Recommendations

Based on the findings, commercial television networks in Kenya should strengthen cost leadership by improving operational efficiency, controlling avoidable costs and ensuring that cost reduction does not compromise programme quality.

Networks should strengthen differentiation through innovative, high-quality and locally relevant programming. Distinctive content can help networks retain viewers and strengthen their attractiveness to advertisers.

Television networks should also strengthen market-focus strategies by identifying specific audience segments and designing programming that responds to their preferences. Audience research should therefore form part of strategic decision-making.

Management should invest in innovation and digital capabilities. Competitive strategies need to respond to the increasing availability of streaming and online content. Traditional television networks should therefore develop complementary digital channels for content distribution and audience engagement.

Finally, competitive strategies should be reviewed regularly. The significant unexplained portion of performance indicates that strategy alone does not account for all organisational outcomes. Management should therefore consider competitive strategies alongside organisational resources, technological capabilities, leadership, market conditions and changing audience preferences.

8. Limitations and Areas for Further Research

The study was cross-sectional and therefore captured competitive strategies and organisational performance at one point in time. Consequently, the findings demonstrate statistical association rather than establishing temporal causality.

The study also relied on employee perceptions of organisational performance rather than externally audited financial statements or independent audience-measurement data. Future studies could combine survey responses with objective financial and audience-performance indicators.

The geographical scope was limited to commercial television networks headquartered in Nairobi. Although these organisations operate nationally, future studies could incorporate regional television stations and other media organisations to enhance contextual coverage.

Future researchers could also examine the individual effects of cost leadership, differentiation and focus strategies separately. This would help establish which specific strategy has the strongest association with performance.

Longitudinal studies would further help determine whether sustained implementation of competitive strategies produces performance improvements over time.

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