Relationship between Cost Leadership Strategy and Organizational Performance of Kilimanjaro International Leather Industries Company Limited, Tanzania

Robert N. Kanju[1] & Janeth Isanzu[2]
robbyhaile@gmail.com[1]
The Open University of Tanzania[1&2]

ABSTRACT

Due to increased competition which is brought about by liberalization and deregulation, organizations are faced with greater demands to be flexible, responsive and efficient in order to be more competitive. As a result of this, organizations are faced with a lot of challenges in their effort to remain competitive in the market. This study intended to probe the relationship between cost leadership strategy and organizational performance at Kilimanjaro International Leather Industries Company Limited in Moshi Municipal, Tanzania as the case study. In doing this, the study adopted quantitative research design. The sample size for this study was 353 out of 3000 total employees, managers and corporate clients at Kilimanjaro International Leather Industries Company Limited. Simple random sampling technique was custom made within the choice of key informants. The coded data was examined by using descriptive statistics and regression analysis where an alternative hypothesis was accepted. This was completed with the aid of statistical package for social sciences version 20. Therefore, findings vindicated that cost leadership strategy plays significant role in deciding organizational performance. The study concludes that cost leadership strategy has direct relationship to organizational performances. Based on the findings, the study recommended that the manufacturing firms adopt cost leadership strategy as it had been found to have a positive significant effect on performance.

Key words: *Competitive Advantage, Cost Leadership Strategy, Organization Performance, Kilimanjaro International Leather Industries Company Limited.*

INTRODUCTION

Every business should acquire a strategy that allows it to attain a competitive advantage in the marketplace. That choice of the strategy is based on the strengths and weaknesses of the company's products and the position it wants to have in the minds of its customer (Woodruff *et al.* 2018). The best strategy is the one that hold the company's strengths for the greatest profits and the highest return on investment (Woodruff *et al.* 2018). According to Peterdy (2022), competitive advantage refers to the ways that a company can produce goods or deliver services better than its competitors. It allows a company to achieve superior margins and generate value for the company and its shareholders. According to Porter (1985) competitive strategy refers to how a firm intends to compete in a given business. Further, Porter (1985) has shown that competitive strategy is a plan that set up a profitable and sustainable competitive position opposed to the five forces that drive industry competition: threat of new entrants, bargaining power of suppliers, bargaining power of buyers, rivalry among competitors and threat of new substitutes.

It begins with how a company can acquire a competitive advantage through different ways of competing (Porter, 1980). Some competitive strategy typologies start in the strategic management literature. Amid the most common and widely used typologies for studying various aspects of organizational behavior are those advocated by Ansoff (1965), Miles and Snow (1978) and Porter (1980). Ansoff (1965) established four different strategies that direct product-market growth namely; market penetration, market development, product development and diversification. Porter (1980, 1985) identified three generic competitive strategy typologies namely; low cost leadership, differentiation and focus. From the differentiation and low-cost perspective, Porter (1980) contends that firms can view their product-market decisions in terms of how the organization creates or add value to customers. From the focus perspective, this may depend on how firms define their scope of operations that is, the scope of market coverage. Cost leadership strategy is an integrated set of action taken to produce goods or services with features that are acceptable to customers at the lowest cost, relative to that of competitors (Sirmon, Hitt, Ireland & Gilbert, 2011). Mohammadzadeh *et al*, 2019 cited that, cost leadership strategy allows manufacturing industry to have the competitive edge over its contender in winning the market in the competitive business environments. According to handbook of research on contemporary approaches in management and organizational strategy by Dogru (2019), organizational performance is considered the process of organizations economic development that facilitates organizations to be in line with the organizations existing human resources professional development. Organizational performance, (2022) comprises the actual output or results of an organization as measured against its intended outputs or goals and objectives". Organization performance breaks down into three operational terms including financial/economical performance (e.g. profits, sales, return on investment); operational performance (e.g. customer satisfaction and loyalty, the firm social capital, and competitive edge derived from capabilities and resources); and human capital performance (e.g. employee engagement, culture, development and internal promotion opportunities). For the reason of this study, some points from financial and operational performance will form the basis of performance measurement of the Kilimanjaro International Leather Company Limited in, Tanzania. The competitive strategy consider on the effects of industry structure on organizational performance. Firms draw up their strategic position by finding the greatest defensive position against competitive forces, by shake the balance of the forces to increase the company's position, and by choosing a strategy for competitive balance prior to opponents' movement (Kipley & Lewis, 2009). In this view, the strategic positioning of a firm reflects the firm's ability to generate competitive advantage. According to Reilly and Brown, (2009), a company can either position itself to deflect the effect of the competitive forces in the industry i.e .defensive strategy through investing in technology that will lower production costs or through increased advertising and creating a strong brand; or it will use its strengths to affect the competitive forces in the industry i.e. offensive strategy.

Both, the defensive and offensive competitive strategies can incorporate low cost and differentiation strategy. The competitive strategy view maintains that resources are the results obtained from the implementation of strategy and/or purchase from the environment (Porter, 1991). However, resources cannot achieve an independent status in relation to firm performance. The importance of resources is understood only in conjunction with the capability of those resources to support the strategy pursued or the fitness of those resources for a particular industry structure (Spanos & Lioukas, 2001). In the year 2017, Parastatal Pensions Fund (PPF) now Public Service Social Security Fund (PSSSF) and Prisons Corporation Sole (PCS) jointly formed a company known as Kilimanjaro International Leather Industries Company Limited (KLICL) with a purpose of investing in establishing the modern leather industrial project, and to make and sell different types of high quality leather shoes and leather products designed to best fit customer needs. This modern industrial project is one of its kinds in eastern, central and southern Africa and is cited as a model of modern leather industries in Tanzania and in south Saharan countries. The project is well equipped with high technological equipment and modern machines that cover the whole leather industry. They focus on exporting more than 40% of its production to international markets, and 60% to be sold in the local market. Kilimanjaro International Leather Industries Company Limited (KLICL) is committed to transforming the leather sector by adding value to the skins and hides as well as the leather and leather finished products, hence increasing the value chain and creates employment, thereby increasing tax base to the government. The Kilimanjaro International Leather Industries Company Limited (KLICL) is investing in skills development and good use of technology i.e. Italian shoe technology to increase productivity design, quality standards, supply chain and products diversification. The Kilimanjaro International Leather Industries Company Limited (KLICL) use e-commerce in exploring the local, regional and international market. They believe it is time for all of us collectively to start using homemade quality products made by Kilimanjaro International Leather Industries Company Limited (klicl.co.tz). This firm is however expected to play a critical role in propelling the country's economy in line with the aspirations of Tanzania Development Vision2025 whereby the aim is to achieve good quality and good life for all; to achieve good governance and the rule of law; and to build a strong and resilient economy that can effectively withstand global competition. This is an indication that there is a large potential to improve Tanzania's competitiveness in the region. Results from other parts of the global indicate that formulating a suitable strategy will provide a superior performance (Jarzabkowski and Balogun, 2009; Whittington et al., 2011).

Literature Review

Theoretical Literature Review

The study was guided by Porter Generic Strategies Model. Porter Generic Strategies Model refers to the methods that businesses take in order to remain competitive (Capsim, 2015). Michael Porter in 1980 was the primary one who introduced generic strategies and planned that by using them organization are able to do competitive benefits. These were overall cost leadership, differentiation, and market niche or focus. In accordance with Porter (1985), firms are ensuing any of the 3 generic methods namely; cost leadership strategy, differentiation and focus strategy can win excessive corporate performance and competitive advantage. Porter (1980) however, argued that implementation of low cost and differentiation strategies require different investments in resources, control procedure, leadership, culture, organizational structure and incentive systems. Powell (1995) concedes that Porter‘s framework of generic methods is naturally bind to corporate performance. Once toss concentration on cost leadership, Porter revealed that, the firm that determine to become the lowest-cost producers in connect business are frequently cited as those coming to a cost leadership strategy. Cost leadership strategy is an integrated set of action taken to produce goods or services with features that are acceptable to customers at the lowest cost, relative to that of competitors (Sirmon, Hitt, Ireland & Gilbert, 2011). Porter (1980) explained that the successful company applies cost leadership strategy to reduce cost, lower value and overhead management, analysis and development and advertisement among others to realize an occasional value position. He more theorizes that low-priced position provides a firm defense against contention from competitors, as a result of its lower prices mean that it will still earn returns when its competitors have competed away their profits through contention. Companies adopting cost leadership strategy attempt to be the lowest priced producers within the markets. If a firm is able to do and sustain overall cost leadership, then it will be associated with higher than average entertainer in its business. Thus, companies that pursue a cost leadership strategy are expected to be related to higher production potency. Nevertheless, this model underpins the relationship between cost leadership strategy and organizational performance (Porter, 1980). Porter has presented many ideas and models that have become important in strategic management. However, low cost leadership is attached to a drawback which is less customer loyalty (Yakhlef, 2001). Proportional low prices will result in making a negative view towards the quality of the product in the mindset of the customers (Roger, 2009). Such low prices will gain competitive advantage and increase market share (Porter, 1980).

Empirical Literature Review

Hhary & Mboma (2020) determined the effects of Cost Leadership Strategy on Performance of Pharmaceutical Industry: a case study of Zenufa Laboratories Tanzania Limited. The study was descriptive based on quantitative research approach carried out through census whereby 92 staff member in nine departments from Zenufa Laboratories Tanzania Limited filled in the questionnaires as an instrument of primary data collection. The findings revealed that the cost leadership had positive effects on the performance of Zenufa Laboratories Tanzania Limited, which imply that increase in the cost leadership strategies improves the performance of pharmaceutical industry. It was recommended that the pharmaceutical industry managers got to implement the cost leadership strategies since cost leadership were found to be a key determinanton the performance of pharmaceutical industry. However, the study uses small sample sizes and thus findings cannot be generalized to large populations. Nyandara, Ngacho & Yambo (2017) dictates the effects of resource allocation on the performance of South Nyanza Sugar Company Limited, Kenya. The element was found to have high effects on the performance. Excellence in it might have guided the greater performance. It was major for the firm to adjust its procedures of allocating resources so as to allow the execution of strategic plans successful. Government policies and regulations as moderating variables played a noteworthy role in the application of strategic plans. For instance, depletion in taxes on agricultural inputs and refined sugar importantly enlarge the competitiveness of sugar factories in both the domestic and foreign markets and allow the government to collect taxes to improve the living standards of their people. In their recommendations, the gap seen that there is a need for monitoring system for all allocations. Prinka, Bansal & Surya (2019) investigate the effects of Marketing Strategies on Organizational Performance; A Study of Nigeria Bottling Company Kaduna, including Production strategy, pricing strategy, promotion strategy and place strategy, that eventually influences Marketing strategies on performance. Marketing strategy has been a focus of organizations and a tool for attaining overall firm performance. This study contributes to the existing studies of marketing strategy by supporting a relationship between marketing strategy factors and overall firm performance. Deduction from existing literature enabled a construction of a conceptual model that explains overall firm performance. Promotion, pricing, distribution, and product standardization and adaptation have an impact on sales, customer and financial performance of the firms.

The study suggests that the impact is mediated by marketing strategy implementation success. Alan (2018) examined the effect of cost management on financial performance of manufacturing firms in Kampala from which Britannia Allied Industries Limited was used as a case study. The research also capitalized on three objectives which requires to determining the effect of material costing, labor costing and overhead costing on financial performance. The study employed stratified, simple random and purposive sampling techniques to draw representative samples and a sample size of 60 respondents was determined from a population of 65 members using Slovenes formula. Closes-ended questionnaires with five-point like11 scale were used to obtain response. The findings of the study revealed that there is a significant effect between cost management and financial performance. Finally, the researcher suggested some recommendations which included sourcing for cheaper & high-quality materials, employing an integrated material costing system that traces materials from the point of making orders to when goods are dispersed for use in production, employing experienced labor, discharging unproductive labor, and apportioning overheads to production among others. To flee from all above literature reviews the current study choose to know what is the relationship between cost leadership strategy and organizational performance hence making it reasonable to propose the first hypothesis as:

H1: *there is direct and significant relationship between cost leadership strategy and organizational performance.*

Conceptual Framework

After reviewing the literature and formulated hypotheses, a conceptual framework for this study was constructed as a model to guide hypothesis testing. Hence figure 1 presents the relationships in terms of hypotheses that were tested.

Independent Variables **Dependent Variables**

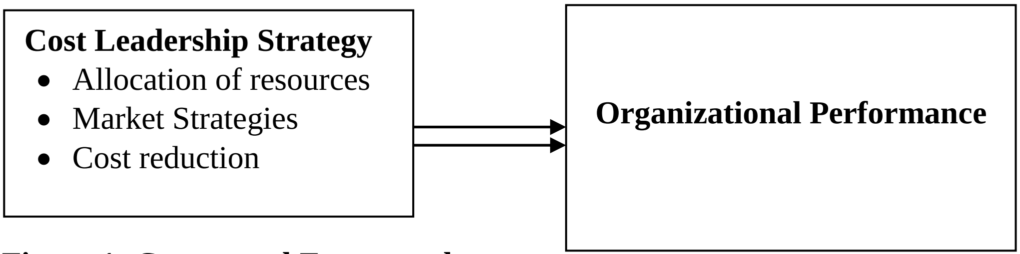

Figure 1: Conceptual Framework
Source: Author's Construct (2022)

Research Methodology

Sampling and Data Collection

To test the relationship between cost leadership strategy and organizational performance at Kilimanjaro International Leather Industries Company Limited in Moshi Municipal, the study adopted quantitative research design. However, Simple random sampling technique was custom made within the choice of key informants. The data was gathered once over a period of one month from a sample of 353 respondents out of 3000 total population of employees, managers and corporate clients of Kilimanjaro International Leather Industries Company Limited. Structured questionnaire was used as a tool for data collection.

Data Analysis

The IBM SPSS Statistics version 20 was used in the descriptive analysis of the demographic information of the respondents. Secondly, Pearson's correlation was further used to indicate positive correlation between the input and the output variable and further regression analysis to explain the nature of relationship between the dependent and independent variables. F-statistics was also used as a measure of the model goodness of fit.

Measurements of Variables

Cost leadership strategy**:** was weighted depending on 15 items that is; employees in the organization are well trained; the company has invested on modern machines; the company has enough capital to compete with the other companies in the market; the company is minimizing waste and lead to higher productivity; the company purchases quality raw materials; the company have effective means of promotion; the marketing strategies help to increase product awareness; the price company offers is affordable to the customers; the good business strategy helps to determine the right time and place for marketing; does the product fulfill a need or provide a unique experience; the use of modern technology has reduced cost of production; the good business strategy helps to determine the right time and place for marketing; the company buys in bulk to reduce cost; the company is very strict on wastage of material; and the company has cut on overheads costs such as HR to reduce cost. The five-point Likert type scale ranging from one (Strongly agree) to five (Strongly Disagree) was used. The test-retest reliability also was used to measure the reliability of the research methods.

Organizational Performance: was measured by several variables that included: improve customer satisfaction; sales increasing; profit gain and overall performance. The Cronbach Alpha was 0.9 which showed sufficient inner reliability of the scale and the pilot study was undertaken to confirm the validity of the instruments used. Questionnaires were administered throughout the pilot study and necessary changes were accommodated and instruments were refined then prepared for data collection. Informants responded to these items on a 5-point scale ranging from strongly agree (1) to strongly disagree (5).

Findings and Discussion

Participants' Profile

Findings indicated that around 70.3% of respondents were male while 29.7% of the respondents were female. These results implied that the population of study was characterized by higher proportion of the male than the female. The researcher ranged four groups of age scale categories such as; 20-29, 30-39, 40-49 and above 50. The results showed that the age of 20-29 was 47.3%, 30-39 were 42.5%, 40-49 were 9.9% and 50 to above be 0.3%. These results implied that, majority of respondents age ranged between 20-29 and were the ones who were highly involved in this study than other groups of ages. It was further observed that the major part of respondents had secondary level of education with 58.4%, followed by certificate level of education with 16.9%, diploma level of education with 16.7%, while degree level of education were 7.1% and post graduate degree was 0.8%. This result entailed that, all respondents holding secondary level of education and above was more active and readier to answer the questionnaires given and they were easy to be reached. The respondents were needed to indicate their experience where the study findings indicated that majority 42.2% indicated that their experience was between 6 to 10 years and 48.2% of the respondents were between 0 to 5 years of experience. Analysis of findings also indicated that 9.6% of the respondents were between 11 to 20 years of experience. The working experiences of the respondents involved in this study represented the true sample size.

Descriptive Analysis for Cost Leadership Strategy

The study findings depicted that majority of the respondents, 66.6% agreed that employees in the organization were well trained. The company had invested on modern machines since majority 44.8% agreed. Moreover, the Company had enough capital to compete with the other companies in the market as shown by 49.6% who agreed on the same. Majority of the respondents agreed that the company minimizing waste and lead to higher productivity by mean of 1.98 while 41.1% agreed. In addition, the study findings showed that majority 43.3% agreed that the company purchases quality raw materials in the market while majority 49% agreed that Company had effective means of promotions as a strategy on the organization performance.

Further, 56.7% agreed that their market strategies helped them to increase product awareness and 42.5% agreed that the price company offers was affordable to the customers. The Business strategy helped to determine the right time and place for marketing as accounted for by 39.7% who reported that. Moreover, 43.1% of the respondents agreed that products fulfill a need or provide a unique experience and 45.6% agreed that the use of modern technology had reduced cost of production. Further, 43.9% agreed that the company buys raw materials in bulk to reduce cost while 49.9% agreed that the company was very strict on wastage of materials and 34.8% agreed that the company reduces promotion cost. Finally, 45.9% agreed that the company had cut on overheads costs such as; HR to reduce cost. Table 1 presents the descriptive statistic for this factor.

Table 1: Descriptive Statistics for Cost Leadership Strategy

Statement		SD	D	N	A	SA	Total	Mean
Employees in the organization are well trained	Frequency	3	15	44	235	56	353	2.07
	Percentage	.8	4.2	12.5	66.6	15.9	100	
The company has invested on modern machines	Frequency	4	15	21	158	155	353	1.73
	Percentage	1.1	4.2	5.9	44.8	43.9	100	
The company has enough capital to compete with other companies in the market	Frequency	-	2	101	175	75	353	2.08
	Percentage	-	.6	28.6	49.6	21.2	100	
The company was minimizing waste which led to higher productivity	Frequency	-	45	33	145	130	353	1.98
	Percentage	-	12.7	9.3	41.1	36.8	100	
The company purchased quality raw materials	Frequency	9	2	18	153	171	353	1.65
	Percentage	2.5	.6	5.1	43.3	48.4	100	
Company had effective means of promotions as a strategy on the organization performance	Frequency	-	-	10	173	170	353	1.55
	Percentage	-	-	2.8	49.0	48.0	100	
The market strategies help to increase product awareness	Frequency	-	-	10	200	143	353	1.62
	Percentage	-	-	2.8	56.7	40.5	100	
The price company offered was affordable to the customers	Frequency	-	-	88	150	115	353	1.92
	Percentage	-	-	24.9	42.5	32.6	100	
Business strategy helped to determine the right time and place for marketing	Frequency	-	29	89	140	95	353	2.15
	Percentage	-	8.2	25.2	39.7	26.9	100	
The products fulfilled a need or provide a unique experience	Frequency	-	1	38	152	162	353	1.65
	Percentage	-	.3	10.8	43.1	45.9	100	

The use of modern technology had reduced cost of production	Frequency	2	2	25	161	163	353	1.63
	Percentage	.6	.6	7.1	45.6	46.2	100	
The company bought raw materials in bulk to reduce cost	Frequency	1	9	17	155	171	353	1.62
	Percentage	.3	2.5	4.8	43.9	48.4	100	
The company was very strictly on wastage of materials	Frequency	-	34	89	176	54	353	2.29
	Percentage	-	9.6	25.2	49.9	15.3	100	
The company reduced promotion cost	Frequency	14	63	24	123	129	353	2.18
	Percentage	4.0	17.8	6.8	34.8	36.5	100	
The company had cut on overheads costs such as HR to reduce cost	Frequency	-	5	23	162	163	353	1.63
	Percentage	-	1.4	6.5	45.9	46.2	100	

***Key**: SD=strongly disagree D=Disagree N=Neutral A=Agree SA= strongly agree, Total (frequency & Percentage) and Mean.*

Descriptive Analysis for Firm Performance

The study findings showed that majority 45.6% reported that their organization had improved on customer satisfaction. Secondly, majority or 41.1% of the respondents further reported that their sales increases, while 66.6% reported that their profit for the last five years was better. On overall majority 51.1% reported that their firms overall performance was better.

Table 2: Descriptive Analysis for Firm Performance

Statement		SD	D	N	A	SA	Total	Mean
Improving Customer satisfaction	Frequency	2	2	25	161	163	353	1.6374
	Percentage	0.6	0.6	7.1	45.6	46.2	100	
Sales increase	Frequency	-	45	33	145	130	353	1.9802
	Percentage	-	12.7	9.3	41.1	36.8	100	
Profit gain	Frequency	3	15	44	235	56	353	2.0765
	Percentage	0.8	4.2	12.5	66.6	15.9	100	

***Key**: SD=strongly disagree D=Disagree N=Neutral A=Agree SA= strongly agree, Total (frequency & Percentage) and Mean*

Correlation Analysis Results

The result from correlation analysis showed that there was a significant positive relationship between cost leadership strategy (CLS= 0.663, p value = 0.000) and organization performance. Therefore, an increase in cost leadership strategy leads to an increase in organization performance.

Table 3: Correlation Analysis Results

		CLS	OP
CLS	Pearson Correlation	1	.663**
	Sig. (2-tailed)		.000
	N	353	353
OP	Pearson Correlation	.663**	1
	Sig. (2-tailed)	.000	
	N	353	353

**. Correlation is significant at the 0.01 level (2-tailed).

Key: CLS=Cost Leadership strategy, OP=Organizational Performance

Regression Analysis

H_a: Cost leadership strategy has significant relation with organizational performance.

Cost Leadership and Organizational Performance Model Summary

The coefficient of determination (R squared) of 0.440 showed that 44.0% of Kilimanjaro International Leather Industries Company Limited performance had positive relationship with cost leadership strategy. The adjusted R square of 43.8% depicts that cost leadership strategy in exclusion of the constant variable explained the change in firm performance by 43.8% the remaining percentage can be explained by other factors excluded from the model. The R showed the correlation coefficient of the effects of cost leadership strategy, an R =0.663 showed that there was a positive relationship between cost leadership strategy and organizational performance. The standard error of estimate (1.09) showed the average deviation of the independent variables from the line of best fit.

Table 4: Cost Leadership and Organizational Performance Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663[a]	.440	.438	1.09598

a. Predictors: (Constant), Cost leadership strategy

b. Dependent Variable: Organizational performance

Cost Leadership Strategy and Manufacturing Organizational Performance ANOVA

The F statistics was used as a test for the model goodness of fit, in Table 5 below (F=275.857, p value =0.000) shows that there was a significant relationship between cost leadership strategy and organizational performance.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	331.349	1	331.349	275.857	.000[b]
	Residual	421.608	351	1.201		
	Total	752.958	352			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Cost leadership strategy

Cost Leadership Strategy and Organizational Performance Regression Weights

The study findings depicted that cost leadership strategy had significant relationship with organizational performance at Kilimanjaro International Leather Industries Company Limited whereby (β=0.663 and p value=0.000). Therefore, a unit increase in cost leadership strategy leads to an increase in organizational performance by 0.180. Therefore, it can be concluded that cost leadership strategy had a significant relation on organizational performance in Kilimanjaro International Leather Industries Company Limited.

Table 6: Cost Leadership Strategy and Firm Performance Regression Weights

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.688	.307		2.241	.026
	CLS	.180	.011	.663	16.609	.000

a. Dependent Variable: Organizational performance

Discussion of the Findings

The objective of this paper was to investigate the relationship between cost leadership strategy and organizational performance at Kilimanjaro International Leather Industries Company Limited. The empirical evidence from this study inferred that cost leadership had significant relation with organizational performance of Kilimanjaro International Leather Industries Company Limited where the result from correlation analysis showed that there was a significant positive relationship between cost leadership strategy (CLS= 0.663, p value = 0.000) and organizational performance This was due to the fact that when the P value was less than or equal to the significance level, thus the null hypothesis must rejected and the data would statistically be significant. These results implied that allocation of resources, marketing strategy and cost reduction plays a really vital role in crucial organizational performance. These findings are consistent with findings from (Nyandara, Ngacho & Yambo (2017), Prinka, Bansal & Surya (2019), Alan (2018), Hhary & Mboma (2020).

Conclusion and Recommendations

The results of this study therefore provides a valuable reference for top manufacturing companies in Tanzania in terms of implementing cost leadership strategy as this would help them achieve competiveness and sustainable performance. Based on the findings, the study recommends that the manufacturing firms must adopt cost leadership strategy as it had been found to have a positive significant effect on performance. In addition, the managers of these firms should consider pursuit of the other strategies namely; differentiation and focus. Differentiation strategy is a type of competitive strategy which involves on making your products or services different from and more attractive than those of your competitors: uniqueness; and focus strategy is a type of competitive strategy that emphasizes concentration on a specific regional market or buyer group's niche. Similarly, while the objective of this study was successfully accomplished, several areas remain unclear and require to be addressed by future research. For instance there is need to strengthen this study via a longitudinal study and compare the performance of different levels of businesses i.e. small enterprises, medium enterprises and large enterprises over a period of time since this study was conducted on a short span of time and establish whether there is any difference in performance of these businesses.

REFERENCES

Alan, S. (2018). The effect of cost management on financial performance of manufacturing firms in Kampala: A case study of Britannia Allied Industries Limited. Kampala: Kampala International University.

Ansoff, H. A. (1965). Corporate Strategy: An analytical approach to *business policy for growth and expansion*. New York: McGraw Hill.

Dogru, C. (2019). Handbook of research on contemporary approaches in management and organizational strategy (pp. 36-61) Publisher: IGI Global.

Garcia, C. (2022). Porter's Generic Strategies Explanations and Criticisms. Retrieved from https://www.konsyse. com/articles/ porters-generic-strategies-explanations-and-criticisms/

Hhary, E, J., & Mboma, L. M. (2020). Effects of Cost Leadership Strategy on Performance of Pharmaceutical Industry: A Case of Zenufa Laboratories (T) Limited. *International Journal of Research and Analytical Reviews*, 7(3), 136-149.

Jarzabkowski P., Balogun J. The practice and process of delivering integration through strategic planning. J. Manag. Stud. 2009; 46(8);1255-1288.

Javier, (2002). A Review Paper on Organizational Culture and Organizational Performance. *International Journal of Business and Social Science*, 1(3), 52-76.

Kharub, M., Mor, R. S., & Sharma, R. (2018). The relationship between cost leadership competitive strategy and firm performance: A mediating role of quality management. *Journal of Manufacturing Technology Management*, 30(6), 920-936.

Kilimanjaro International leather Industries (2021). Retrieved from https://lin-eastafrica.com/community/listing/kilimanjaro-international-leather-industries-2/

Kipley, D. H., & Lewis, A. O. (2009). The Scalability of H. Igor Ansoff's Strategic Management Principles for Small and Medium Sized Firms. *Journal of Management Research*, 1(1), 1-26.

Miles, R. E., & Snow, C.C. (1978). *Organizational Strategy, Structure and Process*. New York: McGraw-Hill.

Mkakile, R. M., & Shillingi V. S. (2022). "The Influence of Generic Strategies on Performance of Tanzania Tourism Firms in Northern Circuit," *Oradea Journal of Business and Economics*, University of Oradea, Faculty of Economics, 7(1), 62-73.

Mohammadzadeh, M., Bakhtiari, N., Safarey, R., & Ghari, T. (2019). Pharmaceutical industry in export marketing: a closer look at competitiveness. *International Journal of Pharmaceutical and Healthcare Marketing*, 13(3), 331-345

Njuguna, S. N., & Waithaka, P. (2020). Cost leadership strategy and organizational performance: A case of insurance companies in Nyeri County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(9), 256-267.

Organizational performance (2022). In Wikiwand. Retrieved from https://www.wikiwand.com/en/Organizational_performance

Porter, M.E. (1985). *Competitive Advantage – Creating and sustaining Superior Performance*. New York: The Free Press.

Pratap, A. (2020). Toyota Generic and Intensive Growth Strategies. Retrieved from https://www.notesmatic.com/toyota-generic-and-intensive-growth-strategies/

Prinka, Bansal, S., & Surya, P. (2019). Effects of Marketing Strategies on Organizational Performance. *International Journal of Engineering Research & Technology* (IJERT), 2278-0181.

Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring Organizational Performance: Towards Methodological Best Practice. *Journal of Management*, 35(3), 718-804.

Roger, M. (2009). *Fundamental Theory of Institutions: A Lecture in Honor of Leo Hurwiez*. Review of Economic Design, 13, 59-75.

Sirmon, D. G., Hitt, M. A., Ireland, R. D., & Gilbert, B. A. (2011). Resource Orchestration to Create Competitive Advantage: Breadth, Depth, and Life Cycle Effects. *Journal of management*, 37(5), 1390-1412.

Spanos, Y. E., & Lioukas, S. (2001). An Examination into The Causal Logic of Rent Generation: Contrasting Porter's Competitive Strategy Framework and The Resource-Based Perspective. *Strategic Management Journal*, 22(10), 907–934.

Wairimu, M.R., & Kirui, C. (2020). The Influence of Cost Leadership Strategy on the Performance of Tea Processing Factories in Murang'a County, Kenya. *International Journal of Research and Innovation in Social Science* (IJRISS), 4(8), 2454-6186.

Whittington R., Cailluet L., Yakis-Douglas B. Opening strategy: evolution on a precarious profession. Br. J. Manag. 2011;22(3):531-544.

Woodruff, J. (2018). Four Generic Strategies That Strategic Business Units Use. Retrieved from https://www. smallbusiness. chron.com/four-genericby-strategic-business-units-496.html

World Bank (2021). Tanzania Overview: Development News, Research, Data. Retrieved from https://www. worldbank.org /en/country/ tanzania/overview

Yakhlef, A. (2001). Does the Internet Compete With or Complement Bricks-And-Mortar Bank Branches. *International Journal of Retail and Distribution Management*, 29(6), 272-281.

Yamane, T. (1967). Statistics. An Introduction Analysis, (2nd ed.). New York: Hamper and Row.

Zou, S., Taylor, C. R., & Osland, G. E. (1998). The EXPERF Scale: A Cross-National Generalized Export Performance Measure. *Journal of International Marketing.* 6(3), 37-58.