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COMPETITIVE STRATEGIES AND ORGANIZATIONAL PERFORMANCE OF CORPORATE ENTERPRISES IN NIGERIA

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ABSTRACT: *This study examined the relationship between competitive strategies and organizational performance in corporate enterprises in Nigeria. The survey was based on five selected entrepreneurial companies with a sample size of 15 staff. Questionnaires were administered to the staff of the selected companies. Two hypotheses were formulated and tested, and the statistical tool Pearson Product Moment Correlation Coefficient was used to test the strength and direction of the relationship between the variables. Findings revealed that there is a relationship between competitive strategies and organizational performance. Therefore, it was concluded that to thrive in today's business environment, corporate enterprises must adopt suitable competitive strategies, as these make up the life wire of an organization to create value, outwit competitors, and increase market share. Thus, we recommended that corporate enterprises should focus on strategies that improve their profit margins, quality of service and customer satisfaction; they should invest in customer relationship management to retain existing customers and upsell additional products or services; and they should leverage technology to enhance operational efficiency, reduce costs and improve product/service quality.*

KEYWORDS: Competitive Strategies, Organizational Performance, Profitability, Liquidity, Quality of Service, Customer Satisfaction.

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INTRODUCTION

Over time, businesses exploit the means to attract customers, display competence, increase profitability, and emerge relevant in their respective industries. The need to procure and retain customers is on the increase and requires business initiatives, approaches, or strategies that attract and deliver optimum value for consumers' expectations. Hence, organizations develop a business approach, action plan, technique, or skill to create value, gain relevance, and achieve a competitive advantage in the market. A competitive advantage is the leverage they have over their competitors. It is the extent to which an organization generates greater economic value compared to its rivals or competitors in each sector (Maritan & Peteraf, 2016). It is also regarded as the ability gained through attributes and resources to perform at a higher level than others in the same industry or market. An enterprise that develops a competitive advantage stands a better chance of generating maximum profit in the long term. Porter identified five forces that stimulate competition in firms: the strength or intensity of competitors in the sector, supplier power, consumer power, the threat of substitution, and the threat of potential rivals (Alonso, 2023; Koçoğlu & Kantar, 2016). He proposed cost leadership, differentiation, and focus strategies to counter the five forces. Critically, strategies are necessary to provide precise directions or a roadmap for business growth and competitiveness (Pisano & Hitt, 2012), and operating or running a business without any strategy is doomed to failure.

Competitive strategies are the specific plans of an organization to compete successfully and gain a competitive advantage over rivals in the marketplace (Gregg, 2018). It involves making a series of decisions aimed at maximizing an organization's strengths, supporting its goals and aspirations, and minimizing the strengths of its competitors. Strategy is significant because it involves the implementation of an action plan that enhances an organization's performance and directs the organization's objectives towards potential business outcomes. An organization implements a competitive strategy in order to satisfy customers, outperform competitors, enhance its market position, and adapt to changing market conditions. This ultimately leads to improved performance and the attainment of a competitive advantage. Every business adopts a distinct competitive strategy to outwit competitors. According to Porter, there are two significant factors that differentiate one competitive strategy from another. The first factor is whether the company's market target is broad or narrow. The second factor is whether the company is pursuing a competitive advantage linked to lower cost or differentiation (Gregg, 2018). A low-cost provider strategy aims to achieve a lower overall cost than competitors and attract a wide range of customers, typically by offering lower prices than rivals. On the other hand, a broad differentiation strategy aims to distinguish the company's product or service from competitors in ways that will appeal to a wide range of buyers. The essence of this is to offer unique products or services that meet customers' demands.

According to Porter (2008), an organization is considered a low-cost producer if it sells its products at average industry prices but earns a higher profit than its competitors or sells at a price below average to gain significant market share. A low-cost advantage attracts a low-cost leadership strategy, low-cost manufacturing, and core competencies (Marangu, Mwiti & Thoronjo, 2017). However, several businesses in Nigeria lack a distinct or appropriate strategy that enables them to outwit competitors and attract a wide range of customers. Most of their goals and aspirations are unstated and reside within their subconscious. As time passes, they struggle to formulate a long-term strategy that facilitates business growth. Barclays' study indicates that 47% of small business owners have no formal strategy in place to support their business growth, while 25% have an informal verbal business strategy, and 23% have no

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strategy whatsoever (Shaw, 2021). Therefore, the purpose of this study is to determine the relationship between competitive strategy and organizational performance in corporate enterprises in Nigeria.

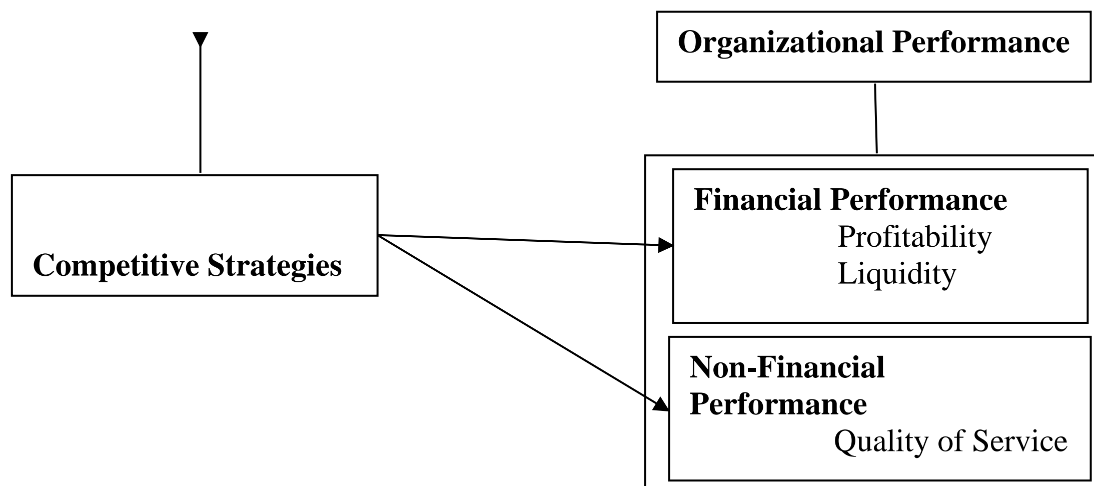

Figure 1: Conceptual Framework of Competitive Strategies and Organizational Performance

Source: *Researchers (2023).*

The figure indicates a relationship between Competitive Strategies and Organizational Performance which is measured using Financial Performance and Non-Financial Performance. Consequently, two research questions and two hypotheses were suggested respectively:

i. To what extent do Competitive Strategies affect Financial Performance in Corporate Enterprises in Rivers State?

ii. To what extent do Competitive Strategies affect Non-Financial Performance in Corporate Enterprises in Rivers State?

Ho_1: There is no significant relationship between Competitive Strategies and Financial Performance.

Ho_2: There is no significant relationship between Competitive Strategies and Non-Financial Performance.

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LITERATURE REVIEW

Resource-Based View Theory

Barney (1991) is considered a seminal work in the development of the Resource-Based View theory. The theory emphasizes the importance of developing and leveraging the firm's unique resources and capabilities to create a sustainable competitive advantage (Lockett, Thompson, & Morgenstern, 2009). It suggests that a firm's unique combination of resources and capabilities can serve as a source of competitive advantage by enabling them outwit competitors. By leveraging their unique resources and capabilities, firms can achieve superior performance outcomes compared to their competitors. The resource-based view theory suggests that firms with valuable and rare resources have a higher likelihood of achieving sustained competitive advantage, leading to better financial performance and market position. Effective resource utilization, alignment with strategy, and continuous resource development contribute to improved organizational performance.

Competitive Strategies

Competitive strategies are the art of creating or exploiting the most significant, long-lasting, and challenging-to-replicate or terminate advantageous aspects (Pulaj, Kume, & Cipi, 2015). It refers to a collection of intentional actions and strategies that a business or organization utilizes to achieve a competitive advantage in its industry or market. According to Porter (1980), a viable strategy for an organization is to intentionally provide exceptional services or valuable products in order to achieve profitability. Porter (2008) states that five forces influence competition in every business environment: the strength or intensity of competitors in the sector, the power of suppliers, consumer power, the threat of substitution, and the threat of potential rivals. Therefore, he outlined three key strategies for organizational performance as follows: cost leadership, differentiation, and focus. The cost leadership strategy emphasizes operations with lower costs in order to offer relatively cheaper products or services (Pulaj et al., 2015). It focuses on reducing production costs and offering the most affordable products to outsmart competitors and gain a competitive advantage or larger market share. Firms employ the cost leadership strategy to provide satisfactory services and low prices, attracting customers or clients for profitability. This strategy increases the chances of survival during economic downturns, expands the market size, and improves the profit margin.

Differentiation strategy entails being distinct and unique from competitors by offering highly customized products or services at premium prices. It is used to enhance productivity and increase revenues. Firms employ the use of a differentiation strategy to maximize market penetration by reducing their profit margin and selling their products or services at the lowest amount or price. The focus strategy enables an enterprise to specialize in a narrow market and fulfill the needs of that market more effectively than its competitors (Kinyuira, 2014). Firms employ the use of a focus strategy to establish a clear direction and determine a specific niche or market to target. Every business is focused on developing new relationships with customers. When competing in a broad spectrum, a business faces high-level competition. However, when the attention is focused on a specific niche or market, a firm stands a better chance of eventually gaining stability. The focus strategy is implemented to provide services in specific market regions, catering to the needs and demands of small or medium-sized enterprises for specific products (Farida & Setiawan, 2022). Consequently, cost leadership, differentiation, and focus

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strategies give organizations significant advantages and opportunities to increase their market share and create value in their current business environment.

Organizational Performance

It is essential for every organization to evaluate and measure the performance of various functions, processes, and activities. Performance refers to the degree to which an organization achieves its objectives, goals, targets, and desired outcomes. Performance encompasses the overall effectiveness, efficiency, productivity, and success of the organization in various aspects of its operations. Therefore, organizational performance indicates that an organization is effectively utilizing its resources, achieving its targets, meeting customer expectations, maintaining a competitive edge, and generating positive outcomes. It demonstrates the organization's ability to adapt to changes, innovate, make sound decisions, and deliver value to stakeholders.

Organizational performance is the assessment of an organization's progress, taking into account both its financial and non-financial achievements in relation to its goals and objectives. It refers to the actual outputs of an organization, which are measured against its intended outputs, goals, and objectives. According to Grossman (2010), organizational performance is a factor that directly impacts financial performance, including return on investment (ROI), earnings per share (EPS), and net income after tax (NIAT). Richard, Devinney, Yip, and Johnson (2009) opined that organizational performance involves three specific areas of an organization's outcomes, which include financial performance, product market performance, and shareholder return. Every organization aspires to develop and achieve success. Therefore, the performance of the organization is closely linked to the performance of its workers.

According to Bolland and Lopes (2018), organizational performance signifies success. Achieving success in an organization involves three key aspects: economic efficiency (accomplishing organizational goals with minimal resources), customer satisfaction (investing time in resolving customer issues and concerns, exceeding their expectations, and encouraging continued patronage), and employee satisfaction (meeting the needs and expectations of organizational members). These factors determine organizational performance and encompass both the financial and non-financial aspects of an organization. The criteria for measuring performance have been broadly classified into financial and non-financial measures (Rauch, Wiklund, Lumpkin & Frese, 2009; Santos & Brito, 2012; Emeakponuzo, 2014). Hence, organizational performance is the act of analyzing an organization's growth with a focus on both its financial performance and non-financial performance.

Financial Performance

Financial performance refers to the execution of financial activities within an organization or the extent to which financial objectives are achieved (Zhou, Liu & Luo, 2022). It focuses on the quantitative aspects of a firm's operations and profitability. Fatihudin (2018) defines financial performance as the assessment of specific metrics that can measure a company's success in generating profits. The financial performance of an organization is a subjective measure of its accountability for the results of its policies, operations, and activities, quantified in financial terms for a specific period. It is used as a general measure of an organization's overall financial health over a given period. It can be used to compare similar firms within the same industry or to compare industries or sectors as a whole. In the opinion of Ongore and

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Kusa (2013), financial performance refers to the measurement of an organization's activities, policies, and operational results in financial terms. Financial Performance, therefore, refers to the process of measuring an organization's financial position or evaluating its policies and operations in monetary terms. These results are reflected in the firm's profitability, liquidity, and leverage. According to Kenton (2022), financial performance is measured by Profitability (which reflects the company's ability to generate profits), Liquidity (which reflects the company's ability to meet its short-term obligations), and Leverage (which shows how big the company is, to fund its business with debt). The financial performance of an organization is a subjective measure of its accountability for the results of its policies, operations, and activities, quantified in financial terms for a specific period. Hence, financial performance, which assesses the fulfillment of a firm's economic goals, has long been an issue of interest in managerial research. It assesses the fulfillment of a firm's economic goal, and this relates to various subjective measures of how well a firm can use its given assets from the primary mode of operation to generate profit (Antony & Bharath, 2022). To evaluate and determine the financial performance of a firm, several measures, including profitability and liquidity, are applied.

Profitability

This refers to the ability of an organization to generate profits or financial gains. It is a measure of the extent to which an organization's activities or investments yield positive returns and generate a surplus of income over expenses, and can be measured using various financial ratios and metrics, including operating profit margins (OPM), return on assets (ROA), return on equity (ROE), gross profit margin (GPM), net profit margin (NPM), earnings per share (EPS), and earnings before interest and taxes (EBIT). Thus, profitability is crucial for assessing the financial health and success of a business. It indicates the efficiency and effectiveness of an organization's operations in generating income and managing costs. When a business is profitable, it can generate sustainable profits, reinvest in its operations, reward shareholders, and withstand economic challenges. Hence, profit maximization is the priority of every organization. According to Bansal (2014), profit earning is the key interest of any business; and profit assessment is made based on profitability ratios.

Liquidity

This is an organization's ability to fulfill its short-term obligations or financial commitments effortlessly, as well as to finance assets and meet financial obligations. Horsfall (2022) opines that liquidity refers to an organization's ability to use its current assets to meet its current liabilities, also known as working capital. It measures the firm's ability to convert its assets into cash quickly without incurring significant losses. Therefore, it is a measure of how easily a firm can access cash to cover its immediate financial needs. Bloomenthal and Drury (2022) argue that high liquidity is indicative of a company's financial strength and can impact its profitability. This implies that a lack of liquidity can lead to financial distress, missed payments, and potential insolvency. Therefore, maintaining sufficient liquidity is crucial for businesses to ensure smooth operations, meet short-term obligations such as paying bills, salaries, and suppliers, and have a buffer in case of unforeseen circumstances or emergencies. Several key components and ratios, including current assets/current liabilities, quick ratio, cash ratio, and operating cash flow ratio, are used to assess liquidity in a firm (Saleem & Rehman, 2011). These liquidity ratios help assess an organization's ability to meet its short-term obligations and effectively manage its working capital. While higher liquidity is generally

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desirable, excessively high liquidity may indicate that the firm is not efficiently utilizing its assets. Therefore, it is important to strike a balance between liquidity and profitability to achieve optimal financial health.

Non-Financial Performance

Non-financial performance refers to the measurement and evaluation of a company's performance using indicators and metrics that are not solely based on financial figures. Its indicators provide insights into various aspects of a firm's operations, such as environmental impact, social responsibility, customer satisfaction, employee engagement, innovation, and corporate governance (Ahmad & Zabri, 2016). They are essential for assessing a firm's overall performance and provide a more comprehensive view of its sustainability, reputation, and long-term viability. These non-financial indicators, among others, include the quality of service and customer satisfaction. They are considered qualitative factors that contribute to the long-term success and sustainability of a firm.

Quality of Service

This is the level of excellence and customer satisfaction achieved in delivering services by a firm. It encompasses every aspect of service delivery, including meeting customer expectations, fulfilling their needs, and providing a positive experience throughout the entire service encounter. Providing services that align with customer expectations is key to retaining existing customers, attracting prospective customers, and, therefore, increasing the organization's customer base. When an organization understands its customers' needs, preferences, and requirements, it can effectively, efficiently, and promptly tailor its services to meet their specific expectations. The ability of an organization to promptly respond to customer requests, issues, or inquiries is key to success in business. It demonstrates competence, reliability, responsiveness, and empathy (Kpurunee, 2023). A commitment to continuous improvement is crucial for maintaining the quality of service. Therefore, there is a need to regularly assess customer feedback, monitor service performance, and implement necessary measures to improve or enhance service quality. Organizations that prioritize and excel in delivering high-quality services tend to build customer loyalty, enhance their reputation, and gain a competitive edge in the marketplace. They recognize that delivering exceptional service is not a one-time effort but an ongoing commitment to meet and exceed customer expectations.

Customer Satisfaction

This is the measurement of a customer’s perception and evaluation of their experience with a product, service, or overall interaction with a company. It is a subjective assessment made by customers based on their expectations and the experience they had. Lee et al. (2018) submit that positive customer experience has a spill-over effect on life satisfaction and happiness. When organizations satisfy the needs and desires of their customers, they attract more patronage which in turn yields positive organizational results and reflects an increase in profit and service delivery (Thompson & Manusama, 2008). Customer satisfaction is influenced by the customer’s preconceived expectations of the product or service. These expectations may be shaped by previous experiences, word-of-mouth recommendations, advertising, or the brand’s reputation. Typically, customer satisfaction plays a crucial role in building long-term relationships with customers and organizations measure their customer satisfaction level

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through measures including surveys, feedback forms, ratings, etc. Satisfied customers are more likely to remain loyal, patronize continually, and potentially provide valuable referrals.

Competitive Strategies and Organizational Performance

Competitive strategies are correlated to organizational performance as strategies are the life wire of an organization to create value, outwit competitors, and increase market share. Organizations are concerned with analyzing their growth level optimally in financial performance measures (profitability, liquidity) and non-financial performance measures (quality of service, customer satisfaction). Organizational performance signifies the overall effectiveness and efficiency with which an organization achieves its goals and objectives, or a measure of how well an organization utilizes its resources to accomplish its mission, deliver value to its stakeholders, and achieve desired outcomes.

Porter (2008) outlines three key strategies including differentiation strategy, cost leadership strategy, and focus strategy, for organizational performance. Organizations can pursue differentiation strategies by offering unique and superior products, services, or customer experiences which eventually lead to higher customer satisfaction, increased customer loyalty, and a premium pricing advantage, ultimately contributing to improved organizational performance. Implementing the cost leadership strategies involves achieving operational efficiencies, cost reductions, and economies of scale, and this can result in lower production costs, competitive pricing, and increased market share, positively impacting the organization's financial performance. More so, when an organization adopts a focus strategy, which entails concentrating on a specific market segment, niche, or customer group, it will be easier to understand the unique needs and preferences of the target market, and organizations can tailor their offerings and provide specialized value, leading to profitability, quality of service, customer satisfaction, and improved performance. Organizations must base their strategies on resources: firm assets and bonding mechanisms (human resource, technology, management information system) that can produce capabilities and lead to exceptional performance (López-Cabarcos, Göttling-Oliveira-Monteiro, & Vazquez-Rodriguez, 2015; Amit & Schoemaker, 1993; Peteraf, 1993).

METHODOLOGY, DATA ANALYSES, AND RESULTS

This study adopted the descriptive research design with the use of a cross-sectional survey method to find and establish basic facts for further studies as well as give insight into the problem of the study. The study purposively sampled 15 respondents from five selected entrepreneurial companies licensed or registered, as listed in the Nigeria Exchange Group. Consequently, both quantitative and qualitative approaches were used to obtain views from strategic managers on Competitive Strategies and Organizational Performance in their workspace. Primary data for this study was generated using a structured questionnaire on a modified 3-point Likert scale ranging from agree to disagree, and an interview guide was developed by the researchers as an instrument to solicit information from respondents based on the literature reviewed. Introductory letters indicating the purpose of the research were sent to participating enterprises to seek their consent and willingness to participate in the study, and the enterprises gave their approval; hence, interviews were conducted. Three respondents were chosen from each of the five corporate enterprises to ensure consistency and some form of

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triangulation in the data. Organizations and respondents' identities were coded as pseudonyms (i.e., ENT1-ENT5 R1-R15) for ethical reasons. Respondents were largely strategic managers responsible for overseeing the business portfolio in their respective enterprises. The determination of the validity and reliability of instruments was conducted in order to achieve a Cronbach's alpha of 70% or higher. Responses from respondents were encoded and analyzed using the Statistical Package for Social Sciences (SPSS) version 26. To test the hypothesis, Pearson's product-moment correlation coefficient (r) was applied.

Response Rate

Table 1: Statistics

		Enterprise	Respondents
N	Valid	15	15
	Missing	0	0
Minimum		1.00	1.00
Maximum		5.00	15.00

Source: *Field Survey, 2023*

Table 1 above presents the response rate to the research instrument. It shows the statistics of responses from the “15” respondents of the five selected Corporate Enterprises. From observation, we have a minimum of “1” and a maximum of “5” Enterprises, and a minimum of “1” and a maximum of “15” Respondents, with “0” missing each.

Table 2: Respondents to the Various Enterprises

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	R-1 (ENT-1)	1	6.7	6.7	6.7
	R-2 (ENT-1)	1	6.7	6.7	13.3
	R-3 (ENT-1)	1	6.7	6.7	20.0
	R-1 (ENT-2)	1	6.7	6.7	26.7
	R-2 (ENT-2)	1	6.7	6.7	33.3
	R-3 (ENT-2)	1	6.7	6.7	40.0
	R-1 (ENT-3)	1	6.7	6.7	46.7
	R-2 (ENT-3)	1	6.7	6.7	53.3
	R-3 (ENT-3)	1	6.7	6.7	60.0
	R-1 (ENT-4)	1	6.7	6.7	66.7
	R-2 (ENT-4)	1	6.7	6.7	73.3
	R-3 (ENT-4)	1	6.7	6.7	80.0
	R-1 (ENT-5)	1	6.7	6.7	86.7
	R-2 (ENT-5)	1	6.7	6.7	93.3
	R-3 (ENT-5)	1	6.7	6.7	100.0
	Total	15	100.0	100.0	

Source: *Field Survey, 2023*

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Table 2 above shows a frequency of "1" each totaling "15" respondents ranging from R-1 to R-3, representing each of the selected "5" enterprises (ENT-1 to ENT-5), with 6.7% each, totaling 100%.

Table 3: Questionnaire Response Rate

S/N	Questionnaires	Frequency
1	Number of questionnaire distributed.	15
2	Number of questionnaire returned	15
3	**Response rate**	100%

Source: *Field Survey, 2023*

Table 3 above presents the response rate to the questionnaire items. Fifteen (15) copies of questionnaires were distributed to respondents, and all 15 copies were retrieved for analysis due to self-administration and follow-up. The response rate indicates 100% which is okay for the study.

Hypothesis 1

Ho1: There is no significant relationship between competitive strategies and financial performance.

Table 4: Competitive Strategies and Financial Performance

		Competitive Strategies	Financial Performance
Competitive Strategies	Pearson Correlation	1	.474**
	Sig. (2-tailed)		.000
	N	15	15
Financial Performance	Pearson Correlation	.474**	1
	Sig. (2-tailed)	.000	
	N	15	15

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

Source: *Field Survey, 2023.*

Table 4 above presents the relationship between competitive strategies and financial performance. By interpretation, with r = .474 at p = 0.00 < 0.05; the result shows a moderate positive and significant relationship between competitive strategies and financial performance. This indicates that a unit increase in competitive strategies will also bring about an increase in financial performance by a factor of .474. Since correlation is statistically significant at a level below 0.05 level of significance, with a P-value of ".000," the null hypothesis was rejected, and the alternate accepted which infers a significant relationship between competitive strategies and financial performance.

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Hypothesis 2

Ho_2: There is no significant relationship between Competitive Strategies and Non-Financial Performance.

Table 5: Competitive Strategies and Non-Financial Performance:

		Competitive Strategies	Non-Financial Performance
Competitive Strategies	Pearson Correlation	1	.605**
	Sig. (2-tailed)		.000
	N	15	15
Non-Financial Performance	Pearson Correlation	.605**	1
	Sig. (2-tailed)	.000	
	N	15	15

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

Source: Field Survey, 2023

Table 5 above presents the relationship between competitive strategies and non-financial performance. By interpretation, with $r = .605$ at $p = 0.00 < 0.05$, the result shows a substantial positive and significant relationship between competitive strategies and non-financial performance. This indicates that a unit increase in Competitive Strategies will also bring about an increase in non-financial performance by a factor of .605. Since correlation is statistically significant at a level below 0.05 level of significance, with a P-value of ".000," the null hypothesis was rejected, and the alternate accepted which infers a significant relationship between competitive strategies and non-financial performance.

SUMMARY OF FINDINGS

Table 6: Summary of the Major Findings of the Study

Predictor Variable	Criterion Variables	Ho	Coefficients (r value)	Significance (P-Value)	Decision
Competitive Strategies	Financial Performance	Ho_1	.474	.000 < 0.05	Reject
	Non-Financial Performance	Ho_2	.605	.000 < 0.05	Reject

Source: *Researcher's Summarization 2023.*

The study revealed that Competitive Strategies have a stronger relationship with non-financial performance. However, further research can be conducted by scholars to expand the available knowledge.

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DISCUSSION OF FINDINGS

The researchers found that competitive strategies lead to financial and non-financial performance. Competitive strategy, as opined by Porter (1980), is a viable positioning of an organization to deliberately deliver exceptional services or products of value to achieve profitability. It involves finding a strategic position within the market that allows the organization to stand out and compete effectively; and this positioning is based on various factors that include cost, differentiation, niche targeting, or innovation. Thus, competitive strategy is a purposeful and well-thought-out approach that involves delivering exceptional value through products or services that meet customer needs and preferences, all with the goal of achieving profitability. Organizations that adopt the right competitive strategies can experience improved financial performance, increased profitability (increased sales, improved margins, and cost efficiencies) and sustainable competitive advantage. They can also provide exceptional value, meet customer needs, and gain a tangible edge over rivals.

Competitive strategies are essential tools for organizations seeking to thrive in competitive markets and often involve streamlining operations and improving efficiency, which can lead to minimizing costs and increasing productivity. A strong competitive strategy helps ensure an organization's long-term viability by positioning it to thrive in a competitive marketplace. Therefore, it is crucial for organizations to continually monitor and adjust their strategies to remain agile and responsive to changing conditions and customer preferences. More so, the results and findings of this study have confirmed that competitive strategies correlate with organizational performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings of this study, we concluded that competitive strategies affect organizational performance. The findings revealed that competitive strategies play a crucial role in shaping an organization's success and overall performance. To thrive in today's business environment, corporate enterprises must adopt suitable competitive strategies, as these are the life wire of an organization to create value, outwit competitors, and increase market share. The study therefore recommends that:

1. Corporate enterprises should focus on strategies that improve their profit margins, quality of service and customer satisfaction.

2. They should invest in customer relationship management to retain existing customers and upsell additional products or services. Satisfied, loyal customers can provide a stable revenue stream and contribute to profitability.

3. They should also leverage technology to enhance operational efficiency, reduce costs and improve product/service quality. Well-planned technology investments can lead to higher profitability and, over time, improve efficiency.

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