

Cost Leadership Strategy and the Performance of Supermarkets in Kenya

Onesmus Mutisya Muia¹, Susan Were², Thomas Anyanje Senaji³

¹PhD Scholar Strategic Management, Jomo Kenyatta University of Agriculture and Technology

²School of Business and Entrepreneurship, Jomo Kenyatta University of Agriculture and Technology

³School of Management and Leadership, Management University Africa

DOI: <https://doi.org/10.47772/IJRISS.2026.100800960>

Received: 10 August 2026; Accepted: 17 August 2026; Published: 22 September 2026

ABSTRACT

The business environment is often turbulent and chaotic in nature, and this calls for rapid response strategies to ensure the sustainability of the business in the competitive environment. This study aimed to examine the influence of cost leadership strategy on the performance of supermarkets in Kenya. This study adopted a descriptive cross-sectional survey design to examine the influence of cost leadership strategy on organizational performance of supermarkets in Kenya. Five counties—Nairobi, Kiambu, Mombasa, Nyeri, and Machakos—was selected based on retail performance indicators. The unit of analysis comprised supermarkets within these counties, while primary data were collected from a total of 270 respondents comprising management staff involved in strategy formulation and implementation using structured questionnaires. The collected data was processed by checking for errors and completeness, editing, binary coding, and entering them directly into SPSS software for analysis. It was found that cost leadership strategy had a significant and positive relationship with organizational performance ($r=0.361$, $p<0.001<0.05$). Additionally, cost leadership strategy had a positive and significant effect on performance ($B = 2.156$, $Wald = 14.137$, $p < 0.001$, $OR=8.633$); by adopting it the odds of high performer increased by 8.633 (about nine-fold). This implies that supermarkets that implement cost leadership strategy have higher chances of having high firm performance as compared to those that do not use the strategy. The study concludes that if there is a good and functional cost leadership strategy in place, this will ensure operational efficiency, a function of improved performance. The study therefore recommends that leadership for supermarkets in Kenya should ensure they design a good, effective, and functional cost leadership strategy so that organizational performance can be enhanced.

Key Words: Cost leadership, Strategy, Organizational Performance, Supermarkets

INTRODUCTION

Competitive strategy refers to a firm's long-term course of action designed to create and sustain a competitive advantage within its industry. It involves the formulation and implementation of strategic decisions aimed at improving organizational performance, increasing market share, attracting customers, and responding effectively to competitive pressures (McGonagle and Vella, 2004; Porter, 2007). Oldman and Tomkins (2018) describe competitive strategy as being distinct in the sector from others, which implies intentionally selecting a distinct set of operations to produce considerable values to the organization. Competitive strategy enables organizations to position themselves favourably against rivals by analyzing competitors' strengths and weaknesses and aligning internal capabilities with market opportunities.

According to Porter's generic strategic framework, firms achieve competitive advantage through cost leadership, differentiation, or focus strategies. Competitive strategies such as cost leadership, differentiation, and focus help firms withstand competitive pressures and exploit market opportunities (Lechner & Gudmundsson, 2014; Porter, 1985). The rise in globalization and market turbulence has further pushed organizations to adopt well-formulated strategies for sustainable performance (Baroto et al., 2012). Cost leadership seeks to minimise operational costs and offer products or services at lower prices than competitors, while differentiation focuses on creating unique products, services, or brand value that distinguish the firm in the market.

Cost Leadership Strategy

The cost leadership strategy emphasizes on lower cost for firm's activities, low-priced and input which is minimal (Atikiya, Mukulu, Kihoro & Waiganjo, 2015; Akintokunbo, 2018; Sabir et al. 2021; Herbert & Deresky, 1987), taking advantage of purchasing inputs in large quantities as well as how the process is designed (Saleh et al. 2021). Minimal input entails partaking cheap labor whilst the location of the raw materials and storage becomes closer in terms of accessibility (Talim, et al. 2021). Cost leadership strategy focuses on achieving the lowest operational costs in an industry, enabling a firm to offer products or services at lower prices than competitors or maintain higher profit margins. This strategy is achieved through economies of scale, efficient production processes, tight cost control, and minimisation of overhead expenses. Firms pursuing cost leadership aim to serve a broad market while maintaining price competitiveness, which enhances market share and resilience in price-sensitive environments (Porter, 2007; Thompson and Strickland, 2015).

Problem Statement

The retail sector in Kenya operates in a highly turbulent and competitive environment, which has led to declining performance and the exit of several major supermarket chains, including Tuskys, Uchumi, Nakumatt, and Choppies (Cytonn, 2020; Ogero, 2020). These challenges have been driven by factors such as poor cost control, inefficiencies in operations, weak management practices, and external shocks such as the COVID-19 pandemic (Kenya National Bureau of Statistics, 2020). The resulting closures have had significant economic implications, including job losses, reduced government revenue, and diminished investor confidence.

In such an environment, cost leadership strategy becomes critical for enhancing organizational performance by enabling firms to achieve operational efficiency, reduce costs, and offer competitive pricing to customers. Effective cost management allows supermarkets to remain competitive while sustaining profitability in a price-sensitive market (Onditi, 2018). Previous studies on competitive strategies and firm performance in Kenya (Mutinda and Mwasiagi, 2018; Waithira, 2017; Wanjiru, 2015) highlight the importance of strategic positioning but provide limited focus on cost efficiency as a standalone driver of performance. This study, therefore, addresses this gap by examining the influence of cost leadership strategy on the organizational performance of supermarkets in Kenya.

Objective and Hypothesis

The study sought to establish the influence of cost leadership strategy on the performance of supermarkets in Kenya, and tested the following null hypothesis

H₀₁: Cost leadership strategy has no significant influence on the performance of supermarkets in Kenya.

LITERATURE REVIEW

Cost leadership strategy enables a firm to achieve a competitive advantage by becoming the lowest-cost producer in its industry, thereby enhancing profitability through reduced production and operational costs (Marangu, Mwiti, & Thoronjo, 2017). Its effectiveness is supported by economies of scale, efficient resource utilization, and strong organizational capabilities that allow firms to minimize non-essential costs while maintaining competitive offerings (Chepchirchir, Omillo, & Munyua, 2018).

Key drivers of cost advantage include accurate demand forecasting, high capacity utilization, technological adoption, outsourcing, and learning curve efficiencies (Hilman & Kaliappen, 2014). Successful implementation requires firms to produce standardized, high-quality, and affordable products at scale, supported by a large market share and continuous investment in efficient production systems (Pearce & Robinson, 2016). Additionally, the establishment of high entry barriers is critical in sustaining cost advantages by limiting competitive pressures (Nzisa, Njeje, & Namiinda, 2017).

Empirical evidence across sectors consistently demonstrates that cost leadership strategy has a positive and significant influence on organizational performance. Mohamed, Ndinya, and Ogada (2019) found that cost leadership enhances operational efficiency, production output, and profitability among medium-scale miners, while Nyauncho and Nyamweya (2017) reported improved sales, service delivery, and cost control among LPG

firms. Similarly, Chepchirchir, Omillo, and Munyua (2018) established that cost leadership significantly increases sales volumes, profit margins, and reduces operational costs in logistics firms.

Within the Kenyan retail context, Gatutha and Namusonge (2020) revealed that cost leadership strategy significantly improves supermarket performance, emphasizing the importance of minimizing operational and overhead costs. Supporting this, Chumba (2019) found cost leadership to have the strongest effect on firm performance compared to other strategies. Studies in the banking and manufacturing sectors further confirm that cost leadership enhances competitiveness by enabling firms to reduce costs, expand market reach, and improve profitability (Ndungu, Otieno, and Rotich, 2016; Kiprotich, Gachunga, and Bonuke, 2018).

However, contrasting evidence by Kharub, Mor, and Sharma (2018) suggests that cost leadership does not directly influence performance unless mediated by quality management practices. This highlights the importance of integrating cost efficiency with continuous improvement and quality management to achieve sustainable competitive advantage. Overall, the literature supports the critical role of cost leadership strategy in enhancing organizational performance, while underscoring the need to align it with quality and operational excellence. The conceptualization of the study is presented in Figure 1.

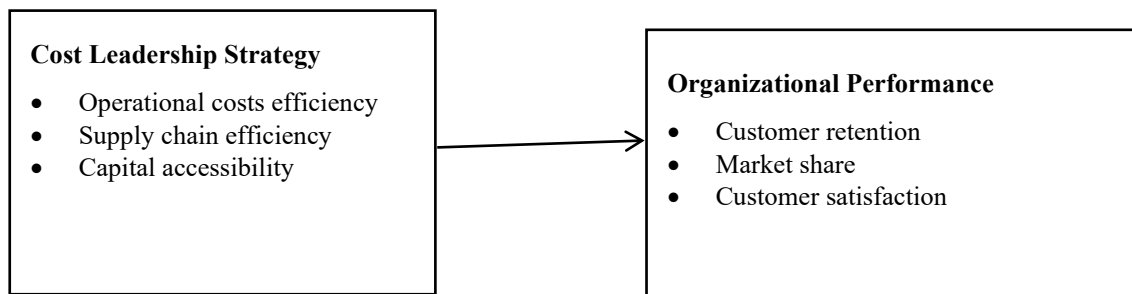


Figure 1: Conceptual Framework

As shown in Figure 1, three of the statements that were used to assess the presence of cost leadership strategy were that *the supermarket has put measures in place to reduce its operational costs*, *the supermarket has systems in place to track the amount of stock as well as dispose old stock* and *the supermarket has outsourced its non-core functions reducing overall costs*. Organisation performance was observed and measured through indicators that included, the supermarket - *has many repeat customers*; *has a large share of the retail customers*; and *the supermarket endeavours to meet the needs of the clients entirely*; among other items.

METHODOLOGY

Design

The study adopted a descriptive cross-sectional survey research design using a positivist research philosophy. It aimed at understanding of associations between cost leadership strategy attributes/practices and performance of supermarkets in Kenya.

Population and sample

The study population comprised all the supermarkets in the 47 Counties. However, the study focused on 10% of the counties representing five counties which were selected based on the retail yield, household expenditure, and retail space demand as outlined by the Cytonn report 2019. The unit of analysis, was all the supermarkets in five counties, namely Kiambu, Nyeri, Mombasa, Nairobi, and Machakos, while the unit of observation was the senior employees in each of the supermarkets. There are 258 supermarkets in Nairobi County, 364 in Kiambu County, 32 in Mombasa, 37 in Nyeri County, and 28 in Machakos County.

Sampling

Random sampling method was used to select the supermarkets while purposive sampling was used to obtain the

case respondents from the employees in each supermarket. According to Mugenda and Mugenda (2003), purposive sampling is a sampling technique that allows a researcher to use cases that have required information with respect to the objectives of the study. The rationale for using purposive sampling is that only a certain proportion of the total number of employees in the supermarkets is likely to have most of the required information on strategic management issues. Consequently, three employees were handpicked from the 107 supermarkets, comprising the managers involved in strategy formulation and implementation since this category of employees were involved in strategy formulation and strategy implementation. The sample size, was 321 employees who were purposively selected.

Measures of variables

Both cost leadership strategy and organisational performance were measure on a five-point Likert type scale. Cost leadership strategy was measures by the items namely, the supermarket - *has put measures in place to reduce its operational costs, stocks enough goods and services at lower prices attracting many customers, has fast moving stock reducing overall operational costs, has specialized staff creating better efficiency in operations, has systems in place to track the amount of stock as well as dispose old stock, has outsourced its non-core functions reducing overall costs, and the supermarket has created partnerships with other companies resulting to efficiency*

Organisational performance was measured by asking respondents to rate the following: the supermarket - *has many repeat customers; has a large share of the retail customers; endeavors to meet the needs of the clients entirely; records high annual sales volumes; and outlets and services are easily identifiable by customers*. The statements were anchored on a scale of 1 to 5 (1= strongly disagree, 2=disagree, 3=nether agree nor disagree, 4=agree, and 5=strongly agree).

Data collection instrument

A structured questionnaire with items anchored on a five-point Likert type scale was used for data collection. The instrument was test for reliability and validity prior to use for data collection. The scale for each questionnaire item was 1= strongly disagree, 2=disagree, 3=nether agree nor disagree, 4=agree, and 5=strongly agree.

The validity and reliability of data instruments were tested by conducting a pilot study in a one county other than those in the main study. The questionnaire was tested on an equivalent of 5% of the sample (16 randomly selected respondents) drawn from a county that was not included in the study to ensure that it was relevant, effective and could help the researcher to refine the questions to elicit responses/ data that was appropriate to the objective of the study. Reliability was tested using the internal consistency approach. internal consistency of responses of this study was calculated using Cronbach's Alpha (α). A Cronbach's alpha coefficient value ≥ 0.7 was achieved for all constructs and the questionnaire used in this study.

Data sources and data collection procedures

Primary data that was obtained by administering questionnaires to three employees within each supermarket. An introduction letter and ethical approval were respectively obtained from the university and the National Commission of Science, Technology and Innovation (NACOSTI) before going into the field. Clearance was sought the researcher also sought authority from the supermarket management to collect data from their organization.

Upon receiving all authorizations, self-administered semi-structured questionnaires were distributed by trained research assistants to the three purposively selected employees in the five randomly supermarkets using a drop-and-pick method. The respondents we give one week to fill the questionnaires for the research assistants to collected the responses.

Data processing and analysis

Data was analyzed using SPSS version 24. Descriptive and inferential analyses were done on quantitative data. Before examining the effect of cost leadership strategy on organisational performance, classical linear regression

analytical model diagnostic tests were conducted to determine whether the assumptions of this model were satisfied for it to be used study the relationship. Since the data did not satisfy the assumptions of classical linear regression, binary logistic regression was used to examine the influence of cost leadership strategy on performance of supermarkets in Kenya.

Since responses on the questionnaires were anchored on a five-point Likert scale (1=strongly disagree, 2=disagree, 3=neither agree/nor disagree, 4=agree, 5=strongly agree), they were transformed to binary data by coding according to the following rule:

$$\text{Cost leadership (CL*)}: CL^* = \begin{cases} 1, & CL_i = 4, 5 \\ 0, & \text{otherwise} \end{cases};$$

$$\text{Performance (P*)}: P^* = \begin{cases} 1, & P = 4, 5 \\ 0, & \text{otherwise} \end{cases};$$

where P=performance of supermarkets (on Likert scale); P*=binary coded “performance”; CL_i =Cost leadership (Operational costs efficiency, Supply chain efficiency, and Capital accessibility), on Likert-scale; $i=1,2,3$; CL* = binary coded “cost leadership” The coded data were used to determine the relationship between on cost leadership and performance; and the influence of cost leadership on performance of supermarkets in Kenya.

RESULTS AND DISCUSSION

Response Rate

Out of 321 questionnaires were distributed, 270 completed and returned the questionnaires representing 84% response rate. Mugenda and Mugenda (2003) assert that a response rate of 50% or more is adequate for data analysis and reporting; a rate of 60 percent is good while a response rate of 80 percent and over is excellent. Babbie (2004) also suggested that return rates of 50% are acceptable to analyze and publish, 60% is good and 70% is very good. This implies that 84% response rate for this study is suitable for data analysis and reporting.

Implementation of differentiation strategy

The first objective of the study was to assess the influence of cost leadership strategy on the performance of supermarkets in Kenya. Using a Likert scale of one (1) to five (5); where 1 represented strongly disagree and 5 being strongly agree thirteen questions were posed to the respondents who were required to provide feedback. The results are presented on Table 1 below.

Table 1: Cost Leadership Strategy Descriptive Statistics

Questionnaire statement	M	SD
The supermarket has put measures in place to reduce its operational costs	4.23	0.89
The supermarket stocks enough goods and services at lower prices attracting many customers.	3.78	1.135
The supermarket has fast moving stock reducing overall operational costs.	3.96	1.066
The supermarket departments work well together resulting to efficient and highly integrated business processes.	4.16	0.85
The supermarket has specialized staff creating better efficiency in operations.	4.13	0.837
The supermarket has allocated the right number of staffs to a single store depending on its size.	4.28	0.702
The supermarket has systems in place to track the amount of stock as well as dispose old stock.	4.19	0.907
The supermarket has outsourced its non-core functions reducing overall costs.	4.09	1.065
The supermarket has created partnerships with other companies resulting to efficiency.	4.45	0.763
Average Score	4.14	0.512

The respondents agreed that the supermarkets have implemented cost leadership strategy as shown by a mean score of $M=4.14$ ($SD=0.512$). Partnership creation with other companies resulting in efficiency was the most ranked practice within the approach ($M = 4.45$, $SD = 0.763$). This was followed by allocating the right number of staffs depending on store size ($M = 4.28$, $SD = 0.702$) and putting measures in place to reduce operational costs ($M = 4.23$, $SD = 0.890$). Stocking enough goods and services at lower prices attracting many customers recorded the lowest mean ($M = 3.78$, $SD = 1.135$) with variation in the respondents' perceptions.

The slight variation in responses indicates that while many supermarkets have actively pursued cost-reduction strategies, the extent of implementation differs across establishments. Results are in corroboration with those of Mohamed, Ndinya, and Ogada (2019), who revealed that the application of the cost leadership strategy by MSMs in the area led to reduced costs of operation, increased production outputs, and profitability. The study findings further concur with those by Chepchirchir, Omillo, and Munyua (2018), who revealed that cost leadership had a significant positive effect on organizational performance, with notable increases in sales volume, profit margins, and reductions in operational costs.

Influence of differentiation strategy on performance

There was a significant positive relationship between cost leadership strategy and organizational performance in supermarkets in Kenya ($r=0.361$, $P=<0.001<0.05$). The result predicts a positive relationship between cost leadership strategy and organizational performance in supermarkets in Kenya. Therefore, it can be said cost leadership strategy influences organizational performance. The relationship was positive, suggesting a direct relationship. This implies that increasing one variable will increase the other. Enhancing the cost leadership strategy improves organizational performance. The results concur with those of Mohamed, Ndinya, and Ogada (2019), who examined the influence of cost leadership strategy on the performance of medium-scale miners in Taita Taveta County and found a positive correlation.

The logistic regression results show that cost leadership strategy exhibited a positive and significant effect on performance ($B = 2.156$, $Wald = 14.137$, $p < 0.001$) with its adoption increasing the odds of high performance by 8.633. The findings imply that those supermarkets that embrace cost leadership strategy have higher chances of having higher firm performance as compared to those supermarkets not using the strategy for positioning.

CONCLUSION

The study established that cost leadership strategy has a positive and statistically significant effect on organizational performance in supermarkets in Kenya. Effective implementation of cost leadership enhances operational efficiency and overall performance. Key mechanisms include bulk purchasing, efficient inventory and store management, and stocking fast-moving goods, all of which contribute to reduced operational costs and improved customer attraction.

The study further highlights that performance can be strengthened through capital investment, standardization of operational procedures, and deployment of skilled personnel. Continuous employee training and capacity building are essential to ensure responsiveness to dynamic and competitive market conditions. Additionally, the establishment of robust monitoring and evaluation systems is critical for effective tracking and control of goods and services. Thus, the findings affirm that a well-implemented cost leadership strategy significantly improves the performance of supermarkets in Kenya.

It is recommended that supermarkets management should develop and implement effective cost leadership strategies to enhance organizational performance. This includes strengthening value chain efficiency through the procurement of fast-moving goods, improved warehouse and store management, and integration of departmental processes to reduce operational costs.

It further recommends the establishment of clear cost leadership policies and standardized operating procedures aimed at attracting and retaining diverse customer segments. To sustain competitiveness and performance, supermarkets should invest in continuous training and retooling of both leadership and staff to enhance skills and adaptability in a dynamic business environment.

REFERENCES

1. Akintokunbo, D. (2018). Market Focus Strategy and Organizational Performance of Telecommunication Companies in Port Harcourt. *International Journal of Innovative Research and Advanced Studies*, 258-263.
2. Atikiya, R., Mukulu, E., Kihoro, J., & Waiganjo, E. (2015). Effect of cost leadership strategy on the performance of manufacturing firms in Kenya. *The Strategic Journal of Business & Change Management*, 134-143
3. Baroto, M., Abdullah, M., & Wan, H. (2012). Hybrid Strategy: A New Strategy for Competitive Advantage. *International Journal of Business and Management*, 120-133.
4. Chepchirchir, A. B., Omillo, F., & Munyua, J. (2018). Effect of Cost Leadership Strategy on Organizational Performance of Logistics Firms at Jomo Kenyatta International Airport, Kenya. *European Journal of Management and Marketing Studies Vol. 3 (3)*, 76-86.
5. Chumba, P. K., Chepkilot, R., & Tanui, J. K. (2019). Influence of Competitive Strategies on Firm Performance in the Telecommunication Industry: A Case Study of Telkom Kenya in Nakuru East Sub-County. *World Journal of Innovative Research: 2454-8236, Volume-7, Issue-4*.
6. Cytonn. (2020). *Lessons for the Kenyan Retail Sector*. Nairobi: Cytonn Investments.
7. Gatutha, P. G. & Namusonge, M. (2020). Competitive Strategies and the Performance of Supermarkets in Nairobi City, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(9), 291-303
8. Herbert, T. T., & Deresky, H. (1987). Generic strategies: an empirical investigation of typology validity and strategy content. *Strategic Management Journal*, 8(2), 135-147.
9. Hilman, H., & Kaliappen, N. (2014). Do Cost Leadership and Process Innovation Influence the Performance of Malaysia Hotel Industry? *Asian Social Science*, 134-141.
10. 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*, 5(7), 6-26.
11. Lechner, C., & Gudmundsson, S. V. (2014). Entrepreneurial Orientation, Firm Strategy, and Small Firm Performance. *International Small Business Journal*, 32(1), 36-60.
12. Marangu, W., Mwit, E., & Thoronjo, E. (2017). Analysis of Cost Leadership Strategy Influence on Organizations' Competitiveness of Sugar Firms in Kenya. *European Journal of Business and Management*, 38-49.
13. McGonagle, J. J., & Vella, C. M. (2004). *A new archetype for competitive intelligence*. Greenwood Publishing Group.
14. Mohamed, M. B., Ndinya, A. & Ogada, M. (2019): Influence of Cost Leadership Strategy on Performance of Medium-Scale Miners in TaitaTaveta County, Kenya. *International Journal of Development and Management Review (INJODEMAR) Vol. 14 No. 1 June, 2019*.
15. Mohamed, M. B., Ndinya, A. & Ogada, M. (2019): Influence of Cost Leadership Strategy on Performance of Medium-Scale Miners in TaitaTaveta County, Kenya. *International Journal of Development and Management Review (INJODEMAR) Vol. 14 No. 1 June, 2019*.
16. Mugenda, O.M., and Mugenda, A. G. (2003). Research Methods: Qualitative and Quantitative approaches. African Centre for Technology Studies, Nairobi, Kenya.
17. Mutinda, C., & Mwasiagi, E. (2018). Competitive Strategies and Performance of Family-Owned Supermarkets in Machakos County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 31-51.
18. Ndung'u, C. M., Otieno, W. & Rotich, G. (2016). Competitive Business Strategies on the Financial Performance of Commercial Banks in Kenya: Case Study of Equity Bank Limited. *International Academic Journal of Economics and Finance*, 2 (1), 41-58
19. Nyauncho, N. M., & Nyamweya, N. I. (2015). Assessment of the Effect of Cost Leadership Strategy on the Performance of Liquefied Petroleum Gas Companies in Eldoret Town, Uasin-Gishu County, Kenya. *International Journal of Business and Management Invention*, 4(4), 1-7
20. Nzisa, J., Njeje, D., & Namiinda, B. (2017). Influence of Cost Leadership on Growth of Hotel Chains: A Perspective from the Kenyan Context. *IOSR Journal of Business and Management*, 64-71.
21. Ogero, A. B. (2020). Growth Strategies And Performance of Tuskys' Chain of Supermarkets In Nairobi City County, Kenya

22. Oldman, A., & Tomkins, C. (2018). Cost management and its interplay with business strategy and context. Routledge.
23. Onditi, E. O. (2018). Competitive Strategies and Firm Performance: A Review of Literature. *The Strategic Journal of Business & Change Management*, 1869-1879.
24. Pearce, J., & Robinson, R. (2016). *Strategic Management: Formulation, Implementation, and Control*. Boston: McGraw-Hill Irwin U.S.A.
25. Porter, M. E. (1985). *Competitive Advantage*. New York, NY: Free Press
26. Porter, M. E. (2007). *Competitive strategy: Techniques for analyzing industries and competitors*. Free Press.
27. Sabir, B. Y., Othman, B.J., Gardi, B., Ismael, N. B., Hamza, P. A., Sorguli, S., Aziz, H. M., Ahmed, S. A., Ali, B. J., Anwar, G. (2021). Administrative Decentralization: The Transfer of Competency from The Ministry of Education to General Directorates. *International Journal of Rural Development, Environment and Health Research*, 5(3), 1– 13. <https://doi.org/10.22161/ijreh.5.3.1>
28. Saleh, P. F., Ali, B. J., Akoi, S., Najmalddin, B., Ali, R. S., & Anwar, G. (2021). Factors affecting the Success of Female Entrepreneurs in Kurdistan. *International journal of Engineering, Business and Management (IJEEM)*, 5.
29. Talim, S.R., Ali, B.J., Top, C. (2021). Elaborating the Antecedents of Purchase Intentions in Second-Hand Car Industry: Case Study in Kurdistan Region of Iraq. *Journal of Contemporary Issues in Business and Government*, 27(3), 1526-1547. <http://dx.doi.org/10.47750/cibg.2021.27.03.204>
30. Thompson, A.A., Strickland. A.J. & Gamble, J.E. (2015). *Crafting and Executing Strategy, The quest for competitive Advantage*. New York: McGraw-Hill Irwin
31. Waithira, N. C. (2017). Competitive Strategies and Performance of Chinese Construction Firms in Nairobi City County. *Doctoral Dissertation, School of Business, University of Nairobi*.
32. Wanjiru, G. V. (2015). Competitive Strategies and Performance of Supermarkets in Nairobi Central Business District. *MBA Thesis, University of Nairobi*.
<https://erepository.uonbi.ac.ke/bitstream/handle/11295/105693>.