COMPETITIVE STRATEGIES AND PERFORMANCE OF PLASTIC PACKAGING INDUSTRIES IN KENYA: A CASE OF COCA-COLA BEVERAGES KENYA PREFORM MANUFACTURING PLANT

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DECLARATION

Declaration by the student

This research project is my original work and has not been submitted for a degree in any other university for examination purposes.

Signature… …………………………………Date……………………………

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This research project has been submitted for examination with my approval as the Management University of Africa supervisor.

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DEDICATION

This project is devoted to my parents, Mr. Elias Ikunyua and Mrs. Charity Mungania, as well as to my siblings, Nicholas, Joy, and Careen. My heartfelt appreciation goes to you for the unwavering support you have accorded me and you acted as a crucial pillar in providing me with consistent motivation at all times.

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ABSTRACT

Plastic packaging industries are critical instrument for job creation, poverty alleviation, and agents for economic development of the country. Its aesthetic qualities, robustness, affordability, and ease of use have made it a necessary and indispensable component of daily life and the food business. As a result, the nation's demand for plastics have increased. However, despite evidence of the risks that plastic waste poses to the Environmental sustainability, water resources, food security, and public health nexus, nearly half of the world's plastic waste comes from packaging materials. According to a number of sources, Kenya produces about 18 million tons of plastic, both unprocessed and processed, whereas the continent of Africa imported 117 million tons. The last three years have seen a six-fold growth in plastic imports and usage in Kenya, which has raised the issue of producing sustainable plastics and managing trash and product packaging. The study sought to explore the competitive strategies and performance of plastic packaging industries. The specific objectives are to assess the influence of cost leadership strategy; differentiation strategy; cost focus strategy and differentiation focus strategy on the performance of plastic packaging industries. This study adopted a descriptive research design with a target population of 100 employees from CCBK-PMP. A sample size of 50 respondents was chosen through stratified random sampling for analysis. Questionnaires were the primary means of gathering data for the research project. A pilot test was conducted before distributing questionnaires. Descriptive statistics were used in the data analysis. in particular, percentages, means, and averages. SPSS version 24.0 and simple spreadsheet-based tabulations and report presentations were the data analysis tools. Through inferential statistics, the link between the variables was determined. The study determined that the cost-focus strategy had the most impact on CCBK-PMP's performance. The analysis confirmed that performance was significantly impacted by differentiation focus and differentiation strategies as well. It was noted that the cost leadership strategy had minimal effect on the success of CCBK-PMPs among the competitive strategies. The research advises the management of CCBK-PMP to pursue a cost-focused strategy, which emphasizes gaining an edge over competitors through specializing in a niche market segment by maintaining a lower cost in the niche. By focusing on a particular customer group or geographic area, CCBK-PMP can develop offerings and solutions specifically designed to meet the demands of that niche while keeping costs low. This approach allows the company to outcompete rivals within the targeted market while ensuring efficiency and cost-effectiveness, rather than attempting to maintain the lowest costs across the entire industry. The study further recommends that future research should investigate how adopting sustainable approaches such as incorporating sustainable resources, reducing waste, and enhancing energy efficiency could impact competitive strategies and performance within the plastic packaging industry. This aligns with the observed correlation between cost-focus strategies and performance. Specifically, cost-focus strategy, when combined with sustainable practices, may yield competitive advantages by reducing operating costs and responding to increasing market demands for environmentally responsible practices. Policymakers and industry leaders are encouraged to consider these findings when crafting policies and setting industry standards to foster a more sustainable, cost-effective plastic packaging sector.

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ACRONYMS AND ABBREVIATIONS

AI:	Artificial Intelligence
CAGR:	Compound Annual Growth Rate
CCBK-PMP:	Coca-Cola Beverages Kenya – Preform Manufacturing Plant
CRM:	Customer Relationship Management
ISM:	Interpretive Structural Modelling
KAM:	Kenya Manufacturing Association
KNBS:	Kenya National Bureau of Statistics
PET:	Polyethylene Terephthalate
RBV:	Resource-Based View
SME:	Small and Medium Enterprise
SPSS:	Statistical Package for Social Sciences.
TCE:	Transaction Cost Economics

OPERATIONAL DEFINITION OF TERMS

Competitive Strategies: They are fundamental techniques that entities could leverage to secure an upper hand within their specific sectors. These approaches provide a framework for entities to evaluate their competitive standing and make informed decisions about how to position themselves within the sector. Cost leadership, differentiation, cost focus, and differentiation focus are the main competitive strategies.

Cost Leadership Strategy: A tactic where a firm aims to minimize costs by achieving economies of scale, efficient operations, and investing in technology, to strive for cost-efficiency competitiveness.

Cost Focus Strategy: A tactic that entails focusing on a targeted segment of the market and endeavoring to become the segment's most cost-effective manufacturer

Differentiation Strategy: This tactic focuses on companies aiming to establish unique features or advantages for their products or services compared to their rivals in ways that resonate with customers

Differentiation focus strategy: This tactic focuses on targeted segments of the market and provides distinctive products or services that distinguish them from competitors within that same segment.

Performance: This involves measuring how well a company executes its strategies and achieves its goals. This evaluation relies on monetary and non-monetary indicators. To understand performance, different aspects of its operations are evaluated, such as profitability, efficiency, market share, customer satisfaction, innovation, and overall competitiveness.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter introduces the study by setting a comprehensive foundation for the research. It begins with an exploration of the study's background, providing context on competitive strategies in the plastic packaging industry. Following this, the statement of the problem addresses specific gaps that the research seeks to fill, underscoring the importance of examining strategies like cost focus and sustainability. The objectives of the study and corresponding research questions are outlined, guiding the inquiry into how these strategies influence industry performance. Additionally, the chapter discusses the study's significance, emphasizing its value for industry stakeholders, policymakers, and academics interested in competitive strategies and sustainable practices. Finally, the scope of the study defines its boundaries in terms of geographic focus, industry constraints, and the core variables, offering a clear framework for the research that follows.

1.1 Background of the Study

Organizations today face highly volatile and unpredictable environments, making continuous adaptation essential for survival. In the plastic packaging industry, companies must navigate changing market dynamics, regulatory pressures, and shifting consumer demands. What was once a key factor for success may quickly become a liability if businesses fail to adapt (Kotter, 2012). Whether dealing with fluctuating raw material prices, technological innovations, or increased demand for sustainable solutions, plastic packaging firms must remain flexible and innovative to thrive. By staying proactive in addressing these changes, companies can ensure their products stay relevant across diverse industries such as food, pharmaceuticals, and consumer goods, while maintaining competitiveness and driving sustainable growth (Teece, 2018).

For companies to remain strategically competitive, it is essential for them to continuously adapt their competitive strategies and evolve their business models. In today’s rapidly changing business environment, driven by technological advancements**,** globalization, and shifting customer expectations, firms must prioritize agility and innovation (Teece, 2018). What worked in the past is no longer sufficient; companies that fail to embrace change risk being left behind, as seen in industries where once-dominant players have lost their competitive edge (Christensen, 2016). The ability to respond quickly to market disruptions and customer needs is now a fundamental requirement for survival and growth. Organizations that foster a culture of continuous learning and adaptation are best positioned to thrive in this evolving landscape. Porter suggests that organizations should use three general tactics to become highly competitive and dominate in a profitable sector. Accordingly, generic competitive strategies are an unparalleled method that a company employs to thrive in the marketplace (Greckhamer & Gur, 2021). Cost leadership strategy, differentiation strategy, cost focus strategy, and differentiation focus strategy are among the general strategies that Porter (2015) proposed as combining talents. These strategies offer a viable solution to a specific firm to have performance over its competitors by reinforcing immunity where competition against external competitive forces, capturing a wide range of customers, and creating a profitable and sustainable position.

Sharma and Sharma (2017) utilized Interpretative Structural Modeling (ISM) to analyze factors impacting competitive strategies in the hospitality industry, including focus, differentiation, and cost leadership. The study identified key elements such as market segmentation, customized service offerings, local market knowledge, cost efficiency, innovation, technology, brand reputation, strategic partnerships, employee training, and sustainability practices. These factors are interrelated, with primary factors driving secondary ones. The ISM model provided a comprehensive framework illustrating how businesses can prioritize strategic initiatives to achieve competitive advantage. The study offers a multifaceted approach to thriving in the competitive hospitality market by integrating focus strategies with differentiation and cost leadership approaches.

Brynjolfsson and McAfee (2019) examined competitive strategies in the financial services sector, focusing on fintech disruption, regulatory compliance, and customer relationship management (CRM). They highlighted the transformative roles of artificial intelligence (AI) and block chain technology in reshaping industry competition. The study emphasized that fintech companies introduce innovative services, compelling traditional banks to adopt new technologies and revise business models to stay competitive. Regulatory compliance remains critical, with financial institutions leveraging compliance technology to streamline processes. Effective CRM, enhanced by AI and data analytics, allows for personalized services and improved customer insights. Block chain’s security and transparency, along with smart contracts, offer efficiency and trust in transactions. The research concluded that financial institutions must embrace technological innovations, navigate regulatory landscapes with agility, and prioritize customer-centric approaches to stay competitive and secure long-term growth.

Ntuli, Mokomane, and Mahapa (2018) explored competitive strategies focusing on pricing strategies, service differentiation, and patient outcomes in private healthcare in South Africa. The research emphasized how these factors are critical for providers aiming to maintain competitiveness and market success. Effective pricing strategies, including transparent structures and competitive pricing relative to service quality, were highlighted as crucial for attracting and retaining patients. Service differentiation through specialized medical expertise, personalized care, and advanced technologies was identified as essential for standing out in the market. Furthermore, prioritizing patient outcomes through quality assurance and continuous improvement initiatives was emphasized to enhance provider reputation and patient satisfaction, thereby contributing to sustained competitive advantage in the healthcare industry.

Mwai, Mburu, and Kamau (2019) explored the critical factors of technology adoption, financial management, and regulatory compliance in the healthcare sector in Uganda. They underscored how these elements interplay to enhance strategic planning and operational effectiveness within healthcare organizations. Technology adoption, including electronic health records and telemedicine, was found crucial for improving service delivery efficiency and patient care coordination. Budgeting and cost control were identified as crucial financial management strategies for ensuring the continued success of operations and supporting investments in infrastructure and staff development. Compliance with regulatory standards, encompassing patient safety and data privacy, emerged as essential for maintaining organizational integrity and mitigating risks. The study emphasized that integrating these factors with patient-centered care approaches can bolster service quality, patient satisfaction, and overall competitiveness in Uganda's healthcare sector.

Omondi and Waithaka (2020) explored how regulatory frameworks influence competitive strategies in Kenyan banks, emphasizing the critical role of adhering to Central Bank of Kenya (CBK) regulations and anti-money laundering (AML) policies. The research highlighted the importance of compliance with CBK's licensing and supervision requirements, as well as implementing robust KYC procedures to prevent illicit activities. The use of regulatory sandboxes was underscored as a means for banks to innovate within a controlled environment, allowing them to test new products under regulatory oversight. The study concluded that balancing compliance with innovation is essential for maintaining competitive advantage, with proactive regulatory management and the adoption of regtech solutions enhancing operational efficiency and building trust and credibility in the financial services sector.

The world's plastic packaging market is anticipated to increase starting from 0.103 billion tonnes within 2024 up to 0.123 billion tonnes within 2029, at a CAGR of 3.56% in the forecasted period from 2024 to 2029. Around the world, the packaging is mostly made of plastic and is distinguished by its great technological complexity, low value, and short lifespan. 40% of the demand for plastic in Europe comes from packaging (Cimpan et al., 2021). According to World Bank reports from 2021, the plastics manufacturing sector is expanding quickly in places like Malaysia, where it already accounts for US$7.23 billion (4.7% of GDP). The Malaysian society has benefited greatly from the industry's continuous expansion (World Bank, 2021). Due to its lightweight and manageable nature, plastic packaging has been the preferred choice for most businesses. In the same manner, due to their cheaper manufacturing costs, even large manufacturers choose plastic packaging options (Beswick & Dunn, 2022).

Plastics are very significant in the packaging industry, for both economical and functional reasons such as beverage, food, cosmetics, and pharmaceutical production. Hence, they have been selected for their superior functionality in packaging (Shut, 2017). This has led both Western Europe and North America to increase their size usage of plastics up to $232 billion in revenue (Beswick & Dunn, 2022). The market was opened up by the introduction of heat-resistant packaging materials and new filling processes. While PET bottles are widely used in many industries, polyethylene bottles are more often used for the sale of detergents, sanitary items, drinks, and cosmetics (Shut, 2017). A rising number of multinational corporations are realizing how important it is to recycle PET into food-grade items, such as drink containers (Shut, 2017). Customers' and companies' perspectives on packaging health and safety have had to change after the COVID-19 epidemic broke out. Single-use plastic has been more popular since the beginning of the epidemic because customers were worried that reusable packaging might raise the danger of transmission (Pollice et al., 2024).

The African plastic packaging market generated USD 13.87 billion in revenue last year and is anticipated to hit USD 17.28 billion, increasing at a CAGR of 3.38% in anticipated duration. Available research reveals GDP has a considerable impact on the utilization of plastic (Kumar et al., 2021), a finding that is also evident in African nations. From 2009 to 2019, the annual per-person plastic usage in Nigeria, Kenya, and Ghana ranged from 4400 to 8000 g. In Algeria, Egypt, and Morocco, it ranged from 13 to 19 kg, while in Zimbabwe it was as high as 24.5 kg (Babayemi et al., 2019). Also, emerging economies such as South Africa's plastic packaging for beverages market account for 30% of the total jobs and about 37% of the GDP of the country (Hoffman & Schenck, 2020). According to projections, the market for rigid plastic packaging is forecasted to expand at a rate of 2.31% per year, while the market for flexible packaging is forecasted to grow at a CAGR of 4.78%. Recently, Africa has experienced a significant rise in both population and urbanization.

Plastic packaging items are becoming more and more necessary as the population grows and more people migrate into cities. Packaged goods are in more demand. In addition, as the economy expanded, more people in the region had more discretionary income and the middle class grew. The demand for packaged goods expands along with people's spending power, propelling the expansion of the plastic packaging sector. Through businesses supplying blown film extrusion, injection stretch blow molding (ISBM), blow molding, and injection molding, Kenya's plastic packaging industry has advanced technologically (Kuno et al., 2024). Several competitors are vying for the same market; this sector is also the most competitive. The ITC study from 2008 states that there has been a rise in demand for plastic packaging materials, which may be directly linked to the expansion of the economy (Kuno et al., 2024).

The plastics and rubber subsector has 173 industries in Kenya. There are 134 businesses in the plastics sector alone. These businesses produce several plastic products, including containers, bottles, PVC pipes and fittings, crates, and plastic bags. Acme Containers, Elgon Packaging, Kenpoly Manufacturers, Nas Plastics, BlowPlast, Thermopack, and Printpack are some of the major players in the plastics subsector (Kuno et al., 2024). The majority of businesses in the plastics subsector are capable of producing 1,000–8,000 tons annually. The packaging sector is one such sector where competition has necessitated the use of different strategies to improve performance. Packaging industries have had to grapple with the intensifying competition brought about by stretched internal resources and dynamic changes in the business environment, ranging from volatile market prices to competition.

Accordingly, the enterprises within Nairobi city, CCBK-PMP play a significant part in the supply of necessities, encouraging innovation, and boosting competitiveness (KNBS, 2016). Thus, it is essential to comprehend their general tactics to enhance this sector's performance. This study will focus on CCBK-PMP located along Kangundo Road, Nairobi City County has proven to be a suitable location over the years for the manufacture of preforms, used in the bottling of drinks produced by Coca-Cola. By combining resources that bolster their competitive position in the market, businesses can achieve competitive performance. Generic tactics may cause manufacturing companies to spend strategically, which might result in higher costs. Capabilities like the utilization of superior organizational resources are impacted by the industry features and the ambitions for growth among small and medium-sized enterprises. Manufacturing businesses may primarily use differentiation strategies to attain economic scales despite resource constraints (Abdeljawad & Mat Nor, 2017).

1.1.1 Competitive Strategies

Competitive strategies refer to the overarching approaches that organizations adopt to establish a competitive advantage and outperform rivals within their industry. These strategies guide companies in choosing how to position themselves in the market, determining the unique strengths they can leverage to attract and retain customers. Porter (1980) emphasizes that competitive strategy is essential for navigating competitive forces and maximizing an organization's performance within its industry. Recent research further extends this concept, acknowledging that competitive strategies must also adapt to changing market conditions and incorporate elements like innovation and sustainability to remain effective (Kim & Mauborgne, 2004). Together, these insights underscore the importance of strategic positioning as a critical factor in achieving long-term success.

The corporate world has seen tremendous transformation in the previous several decades, part of which can be attributed to globalization and technological advancement. These changes have significantly impacted the plastic packaging industry, driving innovation, efficiency, and sustainability. Douglas et al. (2015) emphasized that a nation or business can manufacture goods or services more affordably or in a way that appeals to consumers through competitive strategies. Effective competitive strategies enable organizations to enhance their market position and achieve cost efficiencies. Core competitive strategies are as follows: cost focus, cost leadership, differentiation focus, and differentiation. Cost leadership entails optimizing operations to manufacture products or offer services more cost-effectively than competitors, enabling competitive pricing.

Differentiation emphasizes providing distinctive services or products that give additional value to users, thereby accounting for a premium price. Focus strategies target specific market segments, tailoring offerings to address the particular requirements of those segments. By implementing these strategies, businesses can strengthen their market presence, improve customer satisfaction, and achieve sustainable growth. Thompson and Strickland (2010) define competitive performance as a strategic plan concerned with management actions that promote effective rivalry and enhance longevity. The plastic packaging industries will use strategies that drive innovation, improve product quality, and optimize operational efficiency to meet the evolving needs. This will foster effective competition, long-term sustainability, and growth of plastic packaging companies in a global market.

The results obtained from efficient business operations from external suppliers can be characterized as competitive performance (Porter, 2012). When a business provides a service or a product that consumers perceive as superior to those of its competitors in the market, it is said to be performing competitively (Fonseca & Lima, 2015). Fonseca and Lima 2015 observed that the main criteria for evaluating competitive performance are derived from the costs associated with tangible assets. Porter (2015) asserted that differentiated advantage, low costs, and focus strategy are the three main focuses of competitive performance. Porter stated that competitive factors may be handled by considering the competition, strong suppliers, risk from new rivals, risk from alternatives, and risk from fresh participants.

The plastic industry's representativeness in the local context makes it necessary to comprehend the factors at play in this sector. To minimize the risk involved in making decisions and to prepare for a highly competitive market, one must be aware of these factors and deal with them in a way that maximizes the likelihood of enhancing strengths and protecting or strengthening weaknesses. The competitive climate affects organizations' tactics in one way or another. In some circumstances, the techniques themselves can influence the surroundings. However, Mohanty and Gahan (2015) explained that competitive performance remains inside a business when it is maintained beyond conventional returns in terms of firm profitability. Consequently, bigger potential profits may arise from the shoe industry's strong competitiveness (Ibrahim, 2016).

1.1.2 Cost Leadership Strategy

The cost leadership strategy is an approach where a company aims to become the lowest-cost producer in its industry, allowing it to offer goods or services at lower prices than competitors while maintaining profitability. According to Porter (1985), cost leadership requires a firm to tightly control production, operational costs, and overhead, often achieved through economies of scale, advanced technology, or efficient supply chain management. By minimizing costs, a company can attract price-sensitive customers, increase market share, and potentially deter new entrants due to its competitive pricing advantage. Cost leadership can be particularly effective in markets where consumers prioritize price over unique features or brand loyalty (Barney & Hesterly, 2015). However, maintaining this strategy demands a continuous focus on cost-cutting innovations and operational efficiency to sustain the advantage in a dynamic market.

Offering goods or services with satisfactory features at the lowest cost possible, in comparison to rivals, is known as a cost leadership strategy (Ireland & Hitt, 2011). In the plastic packaging industries, this could be seen by investing in technologies that reduce waste and lowering production costs. The goal of being a cost leader is to work extremely hard to achieve the top position in the industry in terms of overall unit cost. Put simply, the cost leader aims to decrease manufacturing costs per unit. Using the lowest cost of manufacturing to get a competitive edge is the main goal of a cost leadership strategy (Mary, 2010). According to David (2008), a cost leadership strategy involves being the industry's lowest-cost manufacturer, thereby gaining a competitive advantage without compromising product quality. Reducing costs, large-scale production, resource allocation, widespread distribution, and raw material accessibility are all ways that a business might implement a cost leadership strategy (Porter, 2008).

In plastic packaging companies employing quality leadership to tackle the day-to-day activities will increase productivity, and innovation that can be used to increase sales and enable sustainability of the plastic waste products. Additionally, this leadership approach supports the sustainability of plastic waste products by encouraging the integration of recycling and eco-friendly practices. By focusing on continuous improvement and high standards, companies can enhance both their operational efficiency and their ability to manage plastic waste responsibly, ultimately driving long-term success and environmental stewardship. Hence cost leadership strategies as described by Porter strategies can be able to elevate most packaging companies. According to a study by Hyatt in 2008, access to capital is crucial for a business to succeed. This access to finance then subsequently becomes a core capability for the organization, which can be attained through a cost leadership approach.

Porter (2012) explains that implementing cost leadership initiatives can benefit corporations by providing a significant profit and a large market share. New businesses are often deterred from entering the market due to the cost leader's approach, as they aim to draw clients by offering lower prices than the cost leader’s rates. Lowering prices boosts product or service demand, thereby enhancing market share. There are several drawbacks to the cost leadership approach. Customers are not as loyal to a company, thus if the price reduction is too great, they may avoid buying things at extremely cheap prices out of concern that they may be of poor quality (Johnson & Scholes, 2012).

1.1.3 Differentiation Strategy

The differentiation strategy is a competitive approach where a company seeks to distinguish its products or services from those of competitors by offering unique features, superior quality, or enhanced customer experiences. Porter (1985) explains that this strategy enables firms to charge premium prices by creating perceived value that appeals to customers beyond mere price comparisons. Differentiation can involve factors such as product design, brand image, technology, or customer service, all aimed at fostering brand loyalty and reducing price sensitivity. Research by Barney and Hesterly (2015) further emphasizes that successful differentiation requires continual innovation and a deep understanding of customer preferences, allowing firms to consistently meet or exceed market expectations. By establishing unique value, companies employing this strategy can build a competitive edge that is challenging for competitors to replicate.

The differentiation strategy operates best in markets where low prices are not the primary driver, competition is present, target customers have unmet needs, and the company has the resources to meet those needs uniquely and effectively, making it difficult for competitors to imitate. This approach is particularly evident in the plastic packaging industry, where companies focus on creating unique, high-value products that stand out in the market. By leveraging advanced materials, innovative designs, and sustainable practices, these companies differentiate themselves and capture customer interest despite higher price points (Porter, 1985; Douglas et al., 2015). For example, businesses that invest in eco-friendly packaging solutions not only address consumer demands for sustainability but also set themselves apart from competitors who rely on conventional materials (Smith & Taylor, 2020). Therefore, businesses have been able to partially shield themselves from industry competitors thanks to the product diversification approach.

Thompson and Strickland (2012) suggest that a company must identify unique enduring resources that competitors cannot easily replicate to be successful in product differentiation. The plastic packaging industries can establish a strong brand identity around sustainable and innovative plastic packaging where they can cater to the preferences of sustainability-minded customers. When a company never really distinguishes itself from the competition, imitation happens quickly. As a result, it will constantly alter its brand to make it stand out, which might cost it clients. The differentiation strategy of an establishment helps it to excel by recognizing the quality of its products and the strength of its brand. This strategy also protects the company from the five competitive forces that exist in the market (Grant, 2013).

Determining whether differentiation strategy is feasible in the plastic packaging industry, where businesses specialize, acquire knowledge of particular technologies, and need costly machinery to create customized packaging through automated processes, competitive strategy needs a theoretical counterbalance offered by the Resource Based View , which Carneiro, Cavalcanti, and Silva (1997) cite as evidence that some valuable, scarce, difficult-to-replicate resources are the fundamental source of a company's profitability A strong corporate reputation, a high-quality product, a cooperative sales force, access to leading scientific research, and other advantages are typically available to companies that successfully implement a differentiation strategy. According to Robinson (2015), a firm that implements a successful differentiation strategy may offer its consumers a product or service that has been assessed as having higher value.

Plastic packaging industries will set themselves apart when they emphasize continuous innovation in product design and materials to stay ahead of industry trends. Thompson (2014) went on to say that for a business to successfully differentiate itself, it must consider three key factors., including getting a better price for its product, increasing sales as a result of attracting more customers with the unique qualities of the brand and gaining customer loyalty to its products. The management has built their research on both the wants and behavior of their consumers to effectively execute the differentiation strategy. They do this action to find out what their clients value and find significant (Barney, 2011). Atikiya (2015) analyzed the influence of differentiation tactics on the achievement of a Kenyan manufacturing enterprise. The study established that the company chose the differentiation strategy with product differentiation in mind. This was demonstrated by the company's capacity for product innovation in comparison to competitors, its long-term approach to creating new products, and its high innovation productivity.

1.1.4 Cost Focus Strategy

The cost focus strategy is a competitive approach where a company seeks to be the lowest-cost producer within a specific market segment or niche, rather than across the entire industry. This strategy allows firms to serve a narrow customer base by offering lower prices tailored to the unique needs of that segment. According to Porter (1980), the cost focus strategy enables organizations to achieve competitive advantage by concentrating on cost efficiencies and resource optimization within their chosen market segment, making it difficult for competitors to match their pricing. Barney and Hesterly (2015) further highlight that firms employing a cost focus strategy can effectively attract price-sensitive customers who prioritize affordability over other product attributes, leading to increased market share within the targeted niche. By leveraging operational efficiencies and understanding the specific dynamics of their market, these companies can create a sustainable competitive edge.

Coulter (2010) in a market focus is when a firm concentrate on a certain set of customers by seeking either a cost leadership or differentiation advantage, as demonstrated by strategic management in action. This can be seen when plastic packaging industries target niche markets, such as eco-friendly packaging solutions for environmentally conscious consumers or specialized packaging for beverages that contain dairy. By either minimizing production costs to offer competitive pricing or innovating to provide unique, high-quality packaging solutions, plastic packaging firms can effectively implement a market-focus strategy to achieve a competitive edge. A company can divide its market in three main ways. Geographical region is the basis for the first kind of segmentation, customer demands are the basis for the second, and product line segmentation is the emphasis of the third. A firm might benefit from market segmentation if its management is well-versed in the specialized market.

According to Pearce and Robinson (2011), marketers can maintain a tight relationship with consumers and react quickly to their evolving requirements. This frequently happens far faster than when a business pursues a wide market. Plastic packaging industries can develop a market-focus strategy by initially focusing on cost and offering a specific product in a market segment. Second, regarding the scale of the target audience, the business may also choose to differentiate itself. In various industries, a strategy centered around the market can be designed based on either being the lowest-cost provider or offering distinctive products. A low-cost approach centers on addressing the expectations or requirements given by a client niche that is easier to satisfy other non-targeted consumers in different markets. Conversely, a divided market concentrates on distinctive products and specific customers. The existence of a ready consumer who can choose from a variety of items and specially created goods will be the main emphasis of the differentiating element. In this case, a shift in the wants of the clientele or any advancement in technology might make this company's specialization obsolete (Porter, 2010). Organizational performance and competitive tactics have been the subject of several study investigations.

1.1.5 Differentiation Focus Strategy

The differentiation focus strategy is a competitive approach where a company targets a specific market niche and tailors its products or services to meet the unique needs and preferences of that segment. According to Porter (1980), the differentiation focus strategy allows firms to build a strong brand identity within a defined market, offering specialized products that appeal to a particular group of customers who value unique attributes. This strategy can involve customized product features, exclusive services, or enhanced quality, setting the firm apart from broader competitors. As Barney and Hesterly (2015) note, successful differentiation within a focused segment helps firms cultivate customer loyalty and reduces direct competition, as competitors may find it difficult to match both the specialization and close market alignment. This approach can be especially effective in industries where consumer needs vary significantly across segments.

This strategy involves providing special offers to a limited group of clients. "The strategy is commonly referred to as niche differentiation, product specialization, or niche marketing." (Lindner & Schwab, 2020). A strategy of focused differentiation entails appealing to a niche market segment by providing superior quality, creativity, or value than competitors (Porter, 2010). Businesses that use focused differentiation methods might focus on a certain sales channel or demographic segment. Plastic packaging industries choose a particular market segment or several segments and then tailor their strategy to meet their needs while excluding others. Customers that have specific demands must be included in the chosen category. Alternatively, a manufacturing and distribution system unique from other market sectors must satisfy the needs of a target segment.

The strategy's effectiveness is dependent on a firm's capacity to achieve equilibrium between the pricing and the benefits of its goods to consumers in comparison to competing alternatives. A targeted differentiation strategy consists of the two general strategy components which is distinction and niche market as developed by management expert and multiple book author Michael Porter. Porter's description of four main strategies cost focus, differentiation focus, differentiation, and cost leadership allows businesses to use one of two types of competitive advantage. Companies might choose to save costs or differentiate themselves from competitors by offering distinctive products. Furthermore, organizations can select between two options for their business scope: industry-wide, which entails selling things throughout a wide variety of market sectors, or focus, which involves delivering products to certain market groups (Barney, 2011).

1.1.6 Performance

Performance refers to the ability of an organization to achieve its objectives and effectively utilize its resources to produce desired outcomes. It encompasses various dimensions, including financial performance, operational efficiency, and customer satisfaction. According to Venkatraman and Ramanujam (1986), organizational performance can be assessed through multiple indicators, such as profitability, market share, and return on investment, which collectively reflect a company's success in achieving its strategic goals. Kaplan and Norton (1996) introduced the Balanced

Scorecard framework, which emphasizes a comprehensive view of performance by integrating financial and non-financial measures, enabling organizations to evaluate their effectiveness in fulfilling their mission and vision. Additionally, performance can be influenced by factors such as competitive strategy, market dynamics, and internal capabilities, underscoring the complexity of measuring and managing performance in today's business environment (Barney & Hesterly, 2015).

Profitability is frequently regarded as the ultimate metric of a company's performance, but it shouldn't be the only one. In the plastic packaging industry, other critical metrics include sustainability, product innovation, operational efficiency, and customer satisfaction. By focusing on these additional metrics, plastic packaging companies can ensure they meet regulatory requirements, reduce environmental impact, and provide top-notch products that satisfy the evolving needs of their diverse customer base. The approach not only enhances profitability but also secures sustained success and adaptability in a constantly evolving market. Other entities often base their operations on predetermined markers such as effectiveness, productivity, waste minimization, environmental stewardship, process efficiency, manufacturing, and adherence to regulations (Porter & Kramer, 2011).

Performance can be described as the degree to which a job objective is fulfilled, measured by job outcomes, customer relationships, service quality, and non-material consequences. According to Borman and Schmit (2015), performance is a complex concept that can be evaluated using various parameters. Brumbach (2010) describes company performance as a combination of outcomes and behavior that exists independently and may be assessed differently than results. Performance is regarded as one of the elements that contribute to the streamlined operations and effectiveness of a firm, as well as the efforts that ensure its competitiveness within the marketplace. The organization is impacted by both intrinsic and extrinsic factors. Understanding the factors that affect organizational performance is crucial for success. External factors encompass competition, technological advancements, and the work atmosphere, while an internal factor comprises capabilities, drive, expertise, and intelligence. Therefore, it is essential to comprehensively analyze both intrinsic and extrinsic pressures and factors that impact overall organizational performance.

According to Pinder (2010), production efficiency may be defined by the organization's inherent aptitude, which develops with time. When a person is eager to execute certain activities but lacks the necessary knowledge for the job, work might suffer as a result of insufficient abilities. Positive staff perception is crucial to driving employee interest in achieving corporate goals. This can be achieved through ability, motivation, and a favorable work environment. Amar (2012), motivation may boost organizational performance while also increasing financial well-being. In other words, if employees are not driven to carry out their responsibilities, they will not be satisfied. As a result, performance levels drop, leading to a loss in production. When productivity declines, an organization's market value suffers. According to Kreitner and Kinick (2011), employees' capacity to judge the success of performance is critical to the business. Employees who possess high levels of motivation can still excel if they have the required expertise. The capability of employees to accomplish their assigned tasks, as determined by their employers, is what determines their ability to remain relevant in the workplace. Perception of responsibilities can be utilized to assess individual productivity. (Locker, 2011)

1.1.7 Profile of Coca-Cola Beverages Africa - Preform Manufacturing Plant (CCBK-PMP)

Coca-Cola Beverages Kenya – Preform Manufacturing Plant, formerly known as Nairobi Bottlers Limited – Preform manufacturing plant is a subsidiary of Coca-Cola Beverages Africa. It is a prominent preform manufacturing plant established in 2013 as a backward integration initiative to address the growing demand for sustainable packaging solutions in East Africa's Coca-Cola plants. The primary shareholder of Coca-Cola Sabco, Gutsche Family Investments with The Coca-Cola Company agreed to merge the bottling operations of their non-alcoholic ready-to-drink beverage businesses in Southern and East Africa(Coca-Cola Beverages Africa, 2013). With a steadfast commitment to excellence, innovation, and environmental responsibility, CCBK-PMP has become a reputable name in the industry. It has grown from 20 employees to 100 employees within the facility.

CCBK-PMP's mission is to produce high-quality, innovative, and sustainable preforms for the East African beverage packaging industry, CCBK-PMP focuses on technological excellence, environmental responsibility, and customer satisfaction. CCBK-PMP's vision is to be the leading and most innovative preform manufacturing plant globally, CCBK-PMP envisions a future where its high-quality preforms set new standards, contributing to a greener planet and enhancing the packaging experience for customers worldwide. CCBK-PMP is committed to providing top-quality preforms and this is achieved through state-of-the-art technology, strict quality control, and eco-friendly practices. As a reliable partner for its customers, the company aims to exceed expectations while making positive contributions to the environment and the community.

1.2 Statement of the problem

According to Porter (2004), there exist four generic strategies that a company can employ: cost leadership, differentiation, cost focus, or differentiation focus. The impact of these generic tactics on a company's competitive performance has been extensively studied over the years (Emmanuel, 2018). The tumultuous environment has posed difficulties to the operations of plastic packaging companies, necessitating the adoption of effective and sustainable tactics to maintain an upper hand. Plastic packaging industries have been forced to manage their production processes as efficiently as possible by the economy's dynamic development, the public's rising knowledge of environmental issues, the legal system, and the demands and expectations of customers. Plastic packaging companies are recognized for providing employment opportunities to Kenya's youth. Despite being a crucial sector, the plastic packaging industry has been largely ignored by researchers. As a result, there are no definitive findings regarding the precise variables that impact its growth. Competition issues have prompted sectors to reconsider new tactics that will allow them to prosper in today's tumultuous business climate (O'Reilly & Tushman, 2021).

Research has been conducted country-wide on the different methods that businesses commonly use. According to Abisae (2017), on a study conducted in Bungoma town, Kenya, investigating how retailers use Porter strategies to gain a competitive edge. The study found that supermarkets mainly use differentiation methods to promote a competitive advantage. Similarly, Ndungú, Machuki, and Murerwa (2014) examined how investment businesses in Kenya adapt to economic changes, and highlighted the need for businesses to consider the environment when selecting tactics to avoid negative environmental consequences. Several methodological gaps are evident, including the lack of comprehensive longitudinal studies, which involve taking multiple observations or measurements of the same subjects over time or phenomena at multiple points in time. The aim is to track changes, trends, or trends over time, enabling researchers to analyze how variables interact and impact outcomes across different stages or intervals. Thus there is no proper analysis regarding the lasting impacts of competitive strategies on performance. Most existing research is based on cross-sectional information, which could potentially not capture the dynamic nature of the competitive environment.

The conceptual gaps in the existing literature on competitive strategies within the plastic packaging industry highlight the need for a more integrated approach that considers environmental sustainability alongside strategic competitiveness. Recent studies, such as those examining Coca-Cola's World Without Waste initiative, emphasize the critical importance of innovation that effectively balances environmental responsibility with the necessity to maintain a competitive edge in the market. While this initiative illustrates how major corporations are prioritizing sustainability, much of the academic literature surrounding competitive strategies has focused on sectors outside of plastic packaging, leading to a notable gap in research.

For instance, studies in the automotive industry have explored how companies leverage cost leadership and differentiation strategies to enhance sustainability while driving profitability. In contrast, the plastic packaging sector has not received similar attention, resulting in limited insights into how these competitive strategies influence performance in this specific context. Additionally, research in the food and beverage sector has highlighted the effectiveness of differentiated product offerings as a way to appeal to environmentally conscious consumers, yet similar analyses within the plastic packaging industry are scarce.

Moreover, some studies have addressed the relationship between competitive strategies and performance metrics in manufacturing industries but have not delved into the unique challenges faced by plastic packaging companies in adopting these strategies. For example, investigations into lean manufacturing practices have shown that efficiency can be improved through strategic cost management, yet the implications of these practices in the context of environmental sustainability remain underexplored. Thus, there is a pressing need for further research that specifically examines how competitive strategies such as cost leadership, differentiation, cost focus, and differentiation focus strategies affect performance outcomes in the plastic packaging sector, particularly in light of growing concerns about environmental impact and sustainability.

From a Kenyan perspective, studies on competitive strategies have predominantly focused on other sectors such as financial services or manufacturing, with limited attention to the plastic packaging industry. This research aims to fill this gap by examining how competitive strategies impact performance in the plastic packaging industry, using CCBK-PMP as a case study. By doing so, the study will provide insights into how companies in this sector can innovate to address environmental and regulatory challenges while maintaining competitive advantage and fostering sustainable growth. In conclusion, this research addresses an essential void in the current academic discourse, contributing to a more nuanced understanding of the intersection between competitive strategy and sustainability in the plastic packaging industry, which is critical for the industry's long-term success.

1.3 Research objectives

1.3.1 General objective

The objective of this research was to assess competitive strategies and performance of plastic packaging industries

1.3.2 Specific objectives

i. To examine the influence of cost leadership strategy on the performance of plastic packaging industries.
ii. To evaluate the impact of differentiation strategy on the performance of plastic packaging industries
iii. To investigate the effect of cost-focus strategy on the performance of plastic packaging industries
iv. To determine the effect of differentiation focus strategy in enhancing the performance of plastic packaging industries.

1.4 Research questions

i. To what extent does cost leadership strategy influence the performance of plastic packaging industries?
ii. What is the impact of differentiation strategy on the performance of plastic packaging industries?
iii. How does the cost-focus strategy affect the performance of plastic packaging industries?
iv. What effect does differentiation focus strategy have on the performance of plastic packaging industries?

1.5 Justification of the Study

The outcomes of this study shall contribute to enhancing the management of the CCBK-PMP along Kangundo Road. They will profit from the study and acquire new insights into how generic strategies impact company competitiveness. This will help management to select relevant tactics that will improve the overall business performance. The findings of the investigation will hold significant implications, impacting not only plastic packaging companies but also other firms seeking to assess generic competitive strategies and improve performance. Which enables such companies to outperform rivals through the delivery of enhanced products to clientele. Policymakers in the manufacturing industry will find this study valuable as a benchmark for policy formation. It is critical to adopt these policies in Kenya's manufacturing sector to ensure viable industries function vibrantly and efficiently. This research is likely to pique the interest of scholars, researchers, and academicians, and may inspire further studies on the subject. As a result, it can serve as a valuable instrument for research material for closing research gaps and contributing to the scholarly community.

1.6 Scope of the study

The focus of the research was on CCBK-PMP, which is situated along Kangundo Road in Nairobi. This research was conducted between July 2024 and October 2024. The researcher targeted a population of 100 employees, which included non-management staff, middle management, and senior management in providing much-needed information on the influence of competitive strategies on performance in Kenya a case study of CCBK-PMP. The researcher sampled 50 respondents who represented the entire group by filling in the questionnaires.

1.7 Chapter Summary

The chapter offers a study background for the proposed research for understanding competitive strategies and performance in the packaging industry, in addition to necessary contextualization and comprehension of the investigation following the study's objective and research questions. The chapter summarizes the research background, clarifies the statement problem, and identifies research gaps. The section includes the research study's aims, questions, importance, and scope. The chapter has demonstrated the planned research, which covers the CCBK-PMP.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter is designed to bridge the theoretical literature review with the empirical literature review, establishing a cohesive foundation for the research objectives that underpin the study. By integrating insights from both theoretical frameworks and practical evidence, the chapter aims to clearly describe the existing research gaps that this study intends to address. Additionally, it will describe a working conceptual framework that guides the research process, facilitating a structured approach to exploring the identified gaps. This integration of theory and empirical findings not only enhances the understanding of the topic but also strengthens the overall validity of the research by ensuring that it is grounded in established literature while contributing new insights to the field

2.1 Theoretical Literature Review

This part is aimed at reviewing major ideas that will underpin the research. The strengths and limits of each theory will be examined, and the section will explain how they apply to the examination of the impact of competitive strategies on performance. The theoretical literature provides a framework to support research theory in addition to discussing and presenting the idea that defines why the research topic is under review (Sekaran, 2010). The study will be anchored on a resource-based view and will be supported using Transaction Cost Economics in conjunction with Dynamic capabilities.

2.1.1 Resource-Based View Theory

Birger Wernerfelt (1984) introduced the Resource-Based View (RBV) Theory and stated that companies should focus on acquiring and managing valuable, rare, inimitable, and non-substitutable (VRIN) resources to achieve and sustain a competitive edge in the market. This viewpoint changed the emphasis from external market factors to the internal capabilities and resources of the company as crucial factors for success. The resource-based theory has been used since the early 1930s, yet it remains important. Jay Barney remodeled it in 1990 via his work on company assets and systemic advantage. The theory sheds insight on how one firm in the same industry outperforms others. An organization's strategy determines how effectively its resources and competencies fit the demands of the external environment, allowing it to function competitively (Adnan, 2018).

This idea according to Adnan, underscores the significance of internal skills in creating and achieving strategies for having an upper hand. RBV in plastic packaging emphasizes leveraging internal resources like specialized technologies for competitive advantage while cost leadership focuses on minimizing costs through efficient operations and scale. By integrating these, firms develop unique cost advantages, innovate in cost-saving technologies, maintain quality, and efficiency, enhancing profitability and market position in a competitive landscape. The resource-based view therefore identifies each organization's cluster of resources and competencies (Made et al., 2021). Through comprehensive resource-based analysis, resource allocation, and cross-functional resource use, the resource-based view strives to attain enduring competitive superiority

A company can achieve greater innovation and market distinction by fully harnessing the skills and potential of its workforce through the generic strategies in Porter's strategies. Cost-focused strategies aim to minimize expenses across operations, leveraging efficient production processes, and strategic sourcing, to offer products at competitive prices within a specific market RBV complements this by emphasizing the identification and utilization of internal resources such as innovative technologies, streamlined supply chains, and skilled workforce that enable cost efficiency and sustain competitive advantage. Integrating these approaches allows plastic packaging companies to achieve and maintain lower production costs, enhance profitability, and strengthen segmented market positions by leveraging unique capabilities to make them competitive.

Organizations that acquire important, non-imitable, scarce, and non-replaceable resources get an advantage in economic competitiveness (Peteraf, 2013). Resource-Based View (RBV) supports differentiation strategy for plastic packaging firms by emphasizing the creation and leveraging of unique internal resources for competitive advantage. Differentiation strategy focuses on offering distinctive products through innovative designs, superior quality, and tailored solutions that meet specific customer needs. RBV supports this by stressing the identification and development of unique and critical resources, such as proprietary technologies as well as sustainable materials that drive differentiation. This integration enables plastic packaging entities to effectively be distinct in the market, maintain competitiveness, and improve overall business performance through ongoing innovation and resource optimization. All organizational processes, equity, information, potential and knowledge, organizational traits, and other factors may be considered while assessing resources. When appropriately regulated and employed, a company can employ successful and efficient tactics (Jones et al., 2018).

As explained by Jones (2018), an organization's resources are classified into physical categories that include equipment, plant, and finance. Another classification of assets is based on organizational equity, which includes organizational systems, mankind resource systems, and control systems. Furthermore, resources are classified according to human capital resources, which include employee skills, judgment, and know-how. In differentiation focus strategy plastic packaging industries aim to create unique products through superior quality, innovative design, and tailored solutions that meet specific customer needs. RBV complements this by emphasizing the identification and utilization of internal resources such as patented technologies, and sustainable materials skilled workforce that enable differentiation and sustain competitive advantage. By integrating these approaches, plastic packaging companies can effectively differentiate their products in the market, enhance profitability, and strengthen their market position by delivering value that competitors find difficult to replicate.

RBV emphasizes organizational resources as important factors of firm achievements and rivalry (Lukovszki et al., 2020). Therefore, Barney (1991) proposed that there are two basic assumptions for examining competitive performance sources. First, the design supposes that businesses within a sector might be diverse regarding the quantity of capital they manage. Second, the idea assumes that resource flexibility will keep on for a long time since the capital utilized to supplement organizational tactics is imperfect across institutions. Consequently, unique resources or heterogeneity are seen as critical components of a resource bundle in contributing to an organization's competitive performance (L. Newbert, 2014).

Several researchers have disputed the theory, including Barney (1991), Priem and Butler (2001), and Sanchez (2008). According to Barney (1991), the hypothesis lacks a suitable conceptual framework for recognizing valued resources, which is the most significant impediment to its growth as a scientific theory. In their various criticisms, Priem and Butler (2001) and Sanchez (2008) define the idea as a significant logical difficulty, that the theory simply proposes what extra features the company could provide to have a better chance to sustain rivalry benefits. The lack of the theory to give a conceptual framework, developing into value chaos, is an indication of the theory's failure to satisfy a fundamental beginning step in developing a scientific theory about resources according to Sanchez (2008). Thus, the RBV theory is crucial to understanding how plastic packaging firms can implement competitive strategies that drive performance by harnessing their valuable, rare, inimitable, and non-substitutable resources. It forms a vital part of the study by providing insights into how firms in this industry can thrive in an environment characterized by technological advancements, regulatory pressures, and shifting consumer preferences, which is precisely why the research will be anchored on RBV theory.

2.1.2 Transaction Cost Economics Theory

The theory of transaction cost economics was established by Oliver E. Williamson in the 1970s, laying the groundwork for understanding economic behavior within firms, transaction costs, and governance systems. This theory is widely recognized as a fundamental aspect of new institutional economics, which posits that organizations seek to minimize transaction costs by implementing effective governance structures for their operations (Williamson, 1981). By reducing or minimizing transaction costs, firms can achieve benefits akin to other forms of economic efficiency, such as lower prices, improved output levels, enhanced product and service quality, and increased innovation (Williamson, 1996). Conversely, neglecting or underestimating transaction costs can lead to inefficiencies in competition policies, raising concerns about the accuracy of competition authorities' assessments of corporate behavior. Specifically, this oversight may result in actions being deemed anti-competitive when they are, in fact, pro-competitive (Langlois, 1992).

Transaction Cost Economics emphasizes minimizing costs associated with internal transactions and governance structures. Cost Leadership Strategy focuses on reducing manufacturing and operational expenses to provide products at attractive prices. Integrating these approaches helps plastic packaging companies manage transaction costs in sourcing, production, and distribution, enhancing operational efficiency and competitive pricing advantages. This integration supports sustained cost leadership, improving overall competitiveness and profitability in the industry. The concerns apply to horizontal activities and mergers, but particularly to vertical mergers and contractual connections such as exclusive dealing and exclusive distribution agreements, tying, resale price maintenance, and price discrimination (Macher, 2008). Evidence suggests that organizations that consider transaction costs outperform those that do not (Brouthere and Wener, 2010). Furthermore, it was discovered that corporations that adhere to the fundamental transaction costs theory (i.e., have high costs of locating and negotiating with partners) prefer to exercise greater control (Brouther, 2002).

Transaction-cost economics has acknowledged that the productivity of a value chain is determined by both transaction and manufacturing costs, and that transaction costs are considerable and have a large influence on economic efficiency (Dyer and Chu 2003). Companies get their intermediate products from overseas vendors if the transaction costs are lower than those of domestic procurement. In other words, transaction costs dictate a supply chain's governance structure (Bremen, 2010). While TCE stresses minimizing transaction costs within organizations by optimizing governance structures, the differentiation strategy concentrates on the creation of a kind product through quality, innovation, and customization. By integrating TCE, firms manage costs effectively while developing internal capabilities to support differentiation in plastic packaging, enhancing competitiveness and delivering unique value to customers.

As a result of globalization, businesses must determine whether to source their requirements domestically or globally. Furthermore, enterprises must consider the expenses of drafting and executing contracts for each transaction (Coase, 1937). These costs cannot be eliminated, but the company can reduce them by entering into a single longer-term contract rather than many shorter contracts. The corporation is perceived as avoiding transaction expenses, or negative costs (Hardt, 2009). Williamson characterizes human actors as positive. Transaction costs are expenses spent during a transaction for which none of the parties involved is responsible. These are the hidden costs that come with conducting business in the market. Transactions involve the trading of services and goods amongst economic participants and systems either within or away from the borders of an organization.

Transaction costs encompass any drawbacks that happen when two individuals trade goods or services. Hence, previous years' costs have decreased sharply to make production effective. Switch in markets and technology might preposition a company's models and supply chains to be made and staffed differently than preceding (Magretta, 2002). Additionally, TCE encourages firms to consider the transaction costs associated with innovation and adaptation. In an industry facing increasing pressure for sustainable packaging solutions, reducing transaction costs can facilitate quicker responses to new technologies or regulatory changes, further enhancing competitiveness. Risk management is another critical aspect of TCE, as firms must navigate uncertainties in market dynamics and relationships. Strategies such as diversifying suppliers can help mitigate risks and improve competitive positioning. Lastly, compliance with environmental regulations introduces additional transaction costs that firms must evaluate, as proactive adaptation to these changes can provide a competitive advantage over slower-reacting rivals. Overall, TCE offers valuable insights into how companies in the plastic packaging industry can develop effective competitive strategies by analyzing and managing transaction costs.

However, there is a significant collection of 'external' challenges to this theory from economists, sociologists, and management experts in their field. Early critics, for example, claimed that transaction cost economics disregarded the potential of variating abilities in a financial organization (Richardson 1972), authoritative partnership (Perrow 1986), confidence, and varying kinds of social inclusivity (Granovetter 1985), and developmental conceptions such as genuine unresolved positions and sale procedures (Langlois 1984). These criticisms were reiterated as well as modified in several modern aids, and critiquing TCE is still a booming business. This theory is used in this study a complement and support performance through the four study variables.

2.1.3 Dynamic Capabilities Theory

It was brought forward by David J. Teese in the 1990s. The dynamic capabilities concept has generated a lot of knowledge in tactical administration theories in recent decades (Helfat & Peteraf, 2015). Rapid abilities have been seen to be essential for adapting to the complicated, unpredictable, and volatile world of today. The dynamic capabilities method examines how a firm's diverse resources and skills evolve and adapt to changing external circumstances, based on the premise that these elements may change over time (Bendig et al., 2018). Recently, research on dynamic capacities has focused on analyzing and elucidating the internal business processes that arise when a new competitive advantage has to be created. In the vast of strategic management, this phenomenon is among the most often examined and debated.

As coined by an economist known as Teece et al. (1997), dynamic capabilities are the special assets and practices that warrant attention to how different a company's established its skills. This method views organizational and strategic renewal processes as essential to the company's future competitiveness. In alignment with market changes and technological advancements dynamic capabilities can enable an entity to adjust and innovate facilitating continuous improvement in production processes and eco-friendly innovations. Cost leadership strategy, meanwhile, focuses on achieving competitive advantage through efficient operations, scale economies, and strategic cost management to sell products at more competitive prices compared to rivals without compromising quality. By integrating these approaches, plastic packaging companies can innovate in cost-saving technologies, optimize operational efficiencies, and sustain competitive pricing advantages in the market. This integration supports long-term profitability, resilience, and market leadership amidst evolving industry dynamics.

Jantunen et al. (2012) state that we may distinguish three primary aspects that Wang and Ahmed (2007) established: Adaptive capacity or the business's capacity to identify and seize possibilities in developing markets, absorptive capacity defined by the research as the organization's capability to recognize the significance of fresh information gathered from outside the organization, integrate the information, and utilize it for good commercial application and creative position, which entails the organization's potential to utilize and gather the personnel wisdom to create new information, producing in novel tasks or commodities (Jantunen et al., 2012; Wang & Ahmed, 2007). The accepted procedure, unique abilities, ascertain opinion, functional structures, and subjects as the small-scale foundations on which rapid abilities are constructed, and academics' passion for understanding these small-scale foundations has developed (Bendig et al., 2018).

Several researchers, including Eisenhardt and Martin (2000), have raised objections to the concept of dynamic capabilities, arguing that it may not always translate into sustained competitive advantage or improved company performance. Eisenhardt and Martin suggest that dynamic capabilities often reflect best practices that many firms can adopt, leading to a situation where multiple firms achieve similar outcomes a concept they term convergence. This perspective challenges the notion that firms with dynamic capabilities automatically have a competitive edge. Instead, they argue that while dynamic capabilities can facilitate adaptation and innovation, their effectiveness in delivering sustained competitive advantage depends on how well they are implemented, the uniqueness of the organization's resources, and the capacity to leverage these capabilities in ways that are challenging for rivals to imitate. Thus, Eisenhardt and Martin's critique underscores the complexity and context-specific nature of dynamic capabilities in influencing company performance and competitive outcomes. Dynamic Capabilities Theory is highly relevant to the competitive strategies of firms in the plastic packaging industry. By developing unique capabilities for sensing, seizing, and transforming resources, companies can effectively navigate the challenges and opportunities presented by a dynamic market, ultimately enhancing their competitive advantage.

2.2 Empirical Literature Review

The empirical review highlights the past studies on the variables of the study. This includes the studies conducted on cost leadership strategy, differentiation strategy, cost focus strategy, differentiation focus strategy, and performance in relation to performance in the manufacturing sector.

2.2.1 Cost Leadership Strategy and Performance

The strategy requires a better industrial environment to succeed in value. It seeks to attract customers based on price or cost, which is especially vital in a value-sensitive market. In the words of Porter (2015), a business protects their undertaking in a cost-effective manner in order to lower output and try to improve the value of production, hence gaining a larger market share than their competitors. Organizations that achieve low-effort administration frequently make it easier for competitors to understand their entire franchise process. According to Porter (2015), a corporation may decide to either sell its products at standard prevailing pricing and make greater earnings than its rival, or provide them at less expensive costs than average firm expenditures to gain a bigger opportunity in the industry. According to Porter (2015), price specialists require powerful improvements in feasible size business, a vibrant voyage to make price reductions an unwoven expense and above authority, the aversion of insignificant buyer information, and price reduction in areas such as creative work, advantage, bargains promotion, and advertising, among others. Maintaining operating expenses at the lowest feasible level is critical to ensuring organizational competitiveness. Cost minimization allows firms to invoice comparable ranks, which might assist achieve affordable positions and increase overreaching framework performance (Allen et al., 2016).

This study observed how cost leadership strategy affects competitive advantage in a few Onitsha plastic businesses in Nigeria (Oboreh & Samuel, 2023). Hence, the study found that certain Onitsha plastic industries achieved a competitive advantage by using their cost-effective leadership capabilities. This is in line with Kanagal's (2015) argument that a reduction in the cost of resources such as human labor is of significance to the business, as it is dependent on factors such as competitive pressures, innovative labor skills, breakthroughs in technology, erratic demand behavior, and tailored customer expectation. This supports Akan's (2016) findings that cost leadership significantly increased competitive advantage. This also follows Lee and Yoo's (2019) findings that sensing capability significantly influences a company’s competitive advantage. Another academician known as Akeem (2017) investigated the link between an organization's performance and various cost-cutting and management techniques. The concept aimed to look into the coherence of a price-reduction strategy on the institution's ability over a given period. The data was studied by applying regression tools, and the information demonstrated that both plans improved the performance outcomes of the organizations (Akeem, 2017).

A company's low-cost advantage stems from its ability to keep manufacturing costs lower than rivals by running good tactical methods (Akan et al. 2006). A company pursuing a cost leadership competitive strategy will observe for capitalizing on all price rewards. Maintaining total cost leadership in a firm allows a business to price its product lower than rivals or near the industry average, resulting in larger returns. Conglomerates that want cost leadership attempt to develop minuscule-cost items. These corporations auction their supplies. Such businesses auction their products at significantly marginalized prices while also delivering better-quality goods or services than their competitors. To lower transportation costs, businesses must have key factors including operational efficiency, Technological progress, scale advantages, low labor costs, and accessible raw materials.

The cost leadership approach's primary aim is efficiency. The firm wants to take opportunities of knowledgeable effects and benefits of different market sizes by producing a large number of standardized items. Such a product is frequently fairly simple, made at a low cost, and has a huge target client group. The strategy's key success criteria include high dominance of the market performance or even privileged entrance to crucial goods like labor, critical supplies, and bare working material. When one of these advantages is lacking, rivals can readily copy a company's approach. Process engineering knowledge, ongoing access to low-cost capital, readily available goods, tight cost management, attentive labor monitoring, and incentives based on quantitative targets can all contribute to successful implementation. The goal is to keep expenses as low as possible.

2.2.2 Differentiation Strategy and Performance

Approaches to managing distinction may take a variety of forms (Porter, 2015), including layout or brand image, development, characteristics, client advantage, dealer mastermind, or other estimates. Davis (2019) suggests that a company's products may be differentiated from the ones from its competitors in terms of quality, branding, engagement, robustness, flavor, and so on. By distinguishing, a corporation earns label commitment and frugality. A contrast still emphasizes price since it interacts with the border. From the point of view of Porter (2015), implementing a Differentiation strategy will substitute with a cost place if the activities necessary to do so are prohibitively expensive, such as extensive research, product planning, superior materials, or a significant increase in customer trust. This method confronts significant hurdles, particularly if there is copying from other competitors, which reduces the product's distinctiveness, affecting changes in client feeling and clients' refusal to acquire your goods at a higher price. For differentiation strategy, the business aims to be distinct in the perception that customers value and position itself to meet this need.

A company finds a distinguishing feature that the majority of customers in the market value, and then positions itself to meet this characteristic. To be effective, a differentiation strategy requires that the unique attribute be viewed as desired by the customer, and the price premium received must balance the increased cost of being distinctive. Service provision, longevity, labeling, marketing materials, capacity position, and goods qualities are all factors that a firm may employ to differentiate itself, according to Pollitt and Bouckaert (2017). Differentiated things are distinct, and sell higher than rivals' products.

This strategy is targeted at large merchandise and entails delivering services and goods that are perceived as unique within their sector. The goods or services are sold at a high price. To attain this expertise, factors such as art design, structures, individualized service, and grapevine are considered. Differentiation is an important technique for generating better-than-average profits in a corporation by increasing brand loyalty and lowering customer frugality. Customer commitment may also offer an entrance obstacle; thus firms must develop unique competencies to help differentiate their properties to adapt effectively.

2.2.3 Cost Focus Strategy and Performance

A company wanting to implement a cost-cutting strategy must differentiate its products by either pleasing customers with high-quality items, lowering product costs, or both (Porter, 2015). A concentrated approach entails a company establishing a certain region of the market that it wishes to control, which is acquired by emphasizing the quality of produce. This allows for cost leadership in a tightly defined market (Datta, 2014). The cost-focus approach focuses on a business deciding on a small scope within which to endure in any particular company. The subject comprises identifying market types and devising a plan to fulfill certain markets while rejecting others (Zhao et al., 2014). Focus strategy has used a variety of tactics to acquire a competitive edge. Porter (1985), for example, observes that firms that choose a cost emphasis aim toward cost-effectiveness.

The effectiveness of this strategy is because it targets consumers with special wants or who are extremely sensitive to pricing. Hunt and Madhavaram (2020) proposed that cost-focused tactics enable organizations to successfully address the needs of a certain market niche, hence eliminating rival brands. Douglas and colleagues (2015) discovered that using a focused approach allowed firms to better their product offerings to a certain class of clients. In terms of cost, the business advertises itself as the lowest-cost manufacturer in a certain tiny section of the industry (Porter, 2015).

2.2.4 Differentiation Focus Strategy and Performance

A company pursuing a focus strategy must differentiate its products by either pleasing customers with high-quality items, lowering product costs, or combining them (Porter, 2015). This strategy comprises an entity recognizing a specific market segment to gain market leadership by focusing on superior quality of products and services. The differentiation strategy aims to narrow a focused market (Datta, 2014). This focuses on a business selecting a small scope within which to adept in various particular companies. This entails selecting market categories and developing a plan to satisfy this set of customers while excluding other market segments (Zhao et al., 2014). Focus strategy has used a variety of tactics to acquire a competitive edge. For example, Porter (1985) observes that firms adopting a differentiation strategy focus on differentiating their service and product in the chosen target market group.

Hunt and Madhavaram (2020) proposed that focus strategies, particularly differentiation emphasis, enable organizations to successfully address the needs of a certain market niche, hence eliminating rival brands (Hunt and Madhavaram, 2020). Douglas and colleagues (2015) observed that utilizing a differentiation-focused method enabled businesses to improve their product offerings to a particular type of consumer. The distinct approach aims to set the company apart by concentrating its offerings on a particular market segment, tailoring products or services to the unique needs of that segment. This allows for a deep understanding of specific customer preferences and the ability to meet niche demands effectively. In contrast, the differentiation strategy seeks to achieve competitive advantage within the broader industry by developing unique attributes in products or services that appeal to a wide range of customers. These differentiation tactics may include innovation, superior quality, branding, or customer service, all designed to create a perception of added value compared to competitors (Porter, 2015).

2.3 Summary and Knowledge Gaps

Earlier papers suggest that there may be a link between generic tactics and an organization's competitiveness. Numerous studies demonstrated without a doubt, that there is a significant association between generic tactics in combination with the capacity of a company to compete. (Binod et al., 2014; Machuki & Aosa, 2011; Mwangi & Kepha, 2013; Wambugu, 2012). Several works have investigated the influence of Porter's generic techniques on an enterprise's overall competitive performance. A case study of the manufacturing facility run by CCBK-PMP.

Table 1: Summary and Research gaps

Area of Study	Author	Methodology	Findings	Knowledge Gap	Focus of the current study
Porter’s generic strategies and the competitive advantage of	Gecheo	Empirical Survey.	Differentiation strategy and cost leadership improve the competitive advantage of SMEs. And every	The study focused on differentiation strategy and cost leadership as the independent	The study examined the cost leadership, differentiation, cost focus and differentiation

Area of Study	Author	Metho dology	Findings	Knowledge Gap	Focus of the current study
small and medium enterprises within the industrial area of Nairobi City County			unit rise in the theory strategic differentiation or lower leadership cost will cause SMEs to have a competitive edge.	variable.	focus strategies on the performance.
Strategic Management Practices and Sustainability of SME's Agribusiness in Kenya: A Survey of Githunguri Sub County	Gachuhi	Empirical Survey.	Human resource, technology, and supply chain management methods have a considerable influence on the sustainability of small-scale agriculture firms.	The study examined strategic management practices as the independent variable. It also examined sustainability	The study examined the effect of generic strategies on firm performance.
Linking Porter's generic strategies to firm performance	Xhavit	Empirical Survey.	Porter's three general strategies (low-cost strategy, differentiation strategy, and focus strategy) are significant for improving company performance in Kosovo areas. Furthermore, empirical investigations show that the differentiation strategy has a stronger impact on improving corporate performance than the other two Porter's generic strategies.	The work explored differentiation strategy, and cost leadership focus strategies as the independent variable. Also focused on firm performance as the independent variable.	The study explored the importance of generic strategies on performance.

Area of Study	Author	Methodology	Findings	Knowledge Gap	Focus of the current study
Industry forces, competitive and functional strategies and organizational performance: Evidence from restaurants in Istanbul, Turkey	Altuntaş	Empirical Survey.	The study shows the connection between company forces, competitive and functional strategies, and organizational performance in increasing competitive advantages in restaurants in Istanbul.	The study examined Organizational management practices as the independent variable. It also examined sustainability.	The study focuses on the effect of the competitive strategies on performance.
Effects Of Focus Strategy On Customer Loyalty Among Pharmaceutical Companies In Nairobi County	Gakuya	Empirical Survey.	The study established that increased investment in focus strategy resulted in greater customer loyalty.	The study focused on only focus strategy	The research looks at all competitive strategies (cost leadership, cost focus, differentiation focus and differentiation) and how they affect firm performance
Porter's Generic Competitive Strategies and its Influence on the Competitive Advantage	Ali & Anwar	Quantitative method	The study established that investment businesses, particularly the banking sector in Iraq's Kurdistan area, and business managers remained competitive due to the generic strategy. (Cost Leadership, Differentiation, and Focus)	The study laid much focus on differentiation strategy cost leadership and focus strategies on the competitive advantage	The research evidences observed the relationship between competitive strategies (cost leadership, differentiation, cost focus and differentiation focus) with the firm's performance

Area of Study	Author	Methodology	Findings	Knowledge Gap	Focus of the current study
Effects of generic competitive strategies on Organizational performance in the manufacturing Industry: a case of Bamburi Cement Limited	Kasongo	Empirical Survey.	The study aimed to identify how cost leadership, product differentiation, and market focus strategies impact organizational performance in the Bamburi cement industry.	The study concentrated on cost leadership focus and differentiation strategies as the independent variable.	The research postulated that the relationship between performance, cost leadership, and differentiation focuses on a firm's competitive position.

Source: Author, 2024

2.4 Conceptual Framework

The study aims to figure out how competitive strategy impacts the performance of plastic packaging companies, with CCBK-PMP as the focus. The study considers generic strategies such as differentiation focus, cost leadership, differentiation, and cost focus as independent variables, while the dependent variable is performance. The conceptual framework provides a graphical representation of the interaction between the independent and dependent quantities that can be changed mathematically in the research. The conceptual framework highlights and displays the points of view that put particular emphasis on the variables under investigation to understand the research topic at hand. The literature review looks at the connection between the study quantities that can be changed mathematically, where the conceptual model proposed and used for this study is derived. According to the research questions, the variables needed for the study have been displayed in the conceptual framework offered. (Fig. 1).

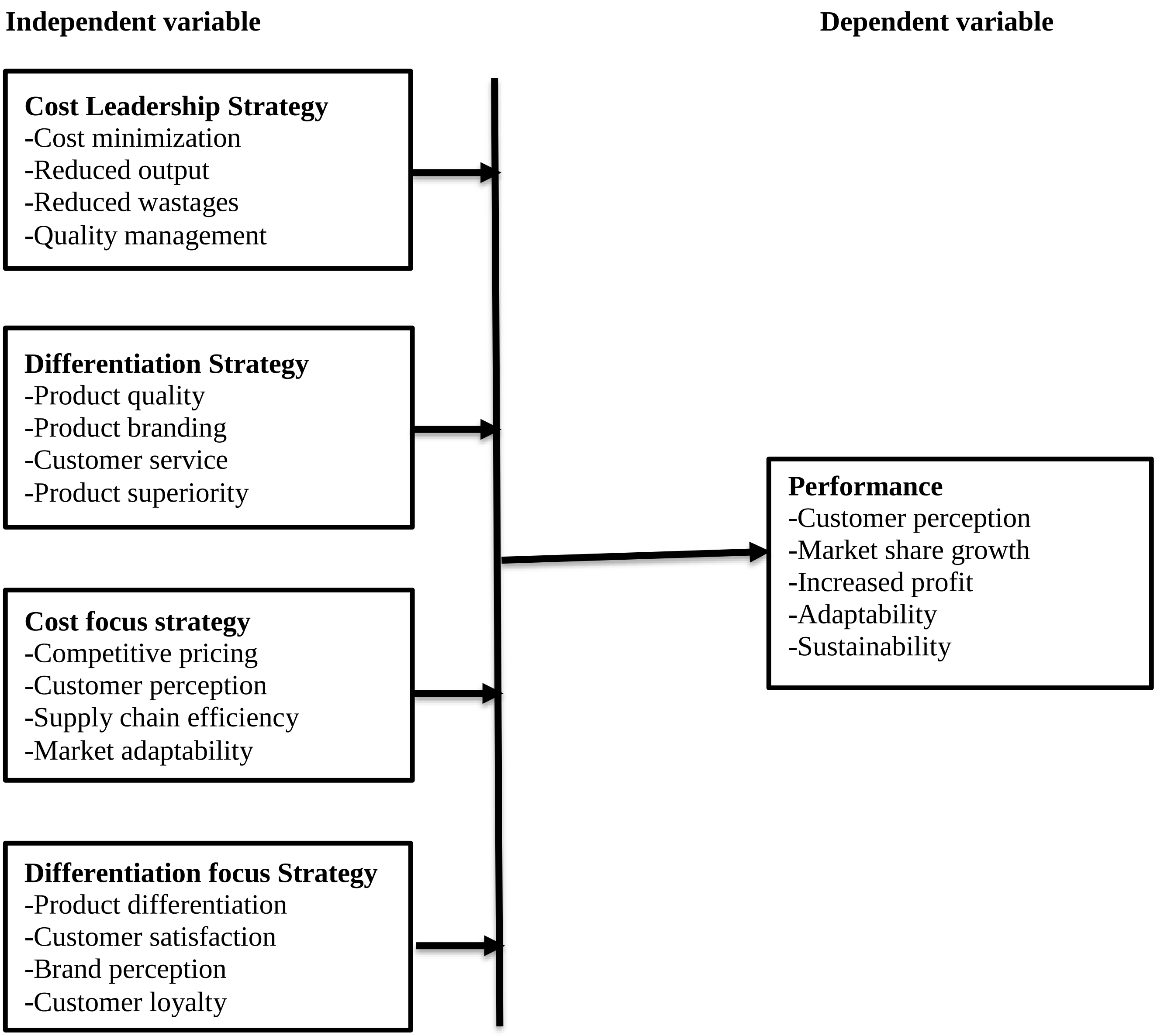

Figure 1: Conceptual framework

2.5 Operationalization of Variables

The measurement of the study involved the operationalization of the study variables as presented in Table 2

Table 2: Operationalization of variables

Variables	Indicators	Tool of Analysis	Measurement scale
Cost Leadership strategy	Cost minimization Reduced output Reduced wastages Quality management	Frequencies, Percentages, Multiple and linear Regression	Likert Scale
Differentiation strategy	Product Quality Product branding Customer service Product Superiority	Frequencies, Percentages Multiple and linear Regression	Likert Scale
Cost focus strategy	Competitive Pricing Customer perception Supply Chain Efficiency Market adaptability	Frequencies, Percentages, Multiple and linear Regression	Likert Scale
Differentiation focus strategy	Product innovation Customer satisfaction Brand perception Customer loyalty	Frequencies, Percentages, Multiple and linear Regression	Likert Scale
Performance	Customer perception Market share growth Increased Profit Adaptability Sustainability	Frequencies, Percentages, Multiple and linear Regression	Likert Scale

2.6 Chapter Summary

In this chapter, a literature review based on the study's objectives was included, which were informed by regional and worldwide research on revenue generator enterprises and the way it is feasible in Kenya. It included a theoretical literature evaluation, which included an examination of the many theories that support the topic. The analysis summarizes existing theories, comprehension of past knowledge, and how these theories apply to this investigation.

It also contained an empirical literature review section which explores a portion of work on the variables of the study consistent with the research. The relationship between the response and predictor quantities has been illustrated in theoretical literature. This chapter also covers the gap within the research, the operationalization of variables, and the chapter summary.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter explains how the research model connects with the real-world findings of the study. It outlines the research approach that will be used to meet the study's goals, providing a clear plan for how the research will be conducted. The chapter describes the research design, which details the overall strategy for the study, including whether it will use qualitative, quantitative, or mixed methods. It also explains the steps that will be taken to collect data, such as how participants will be chosen and what tools will be used to gather information. Additionally, the chapter discusses the methods for analyzing the collected data, explaining how the findings will be interpreted and understood. By connecting the research model to actual results, this chapter ensures that the study is both valid and reliable, setting a strong foundation for further analysis and discussion.

3.1 Research Design

As described by Kothari (2014) research design is the structure or blueprint that an investigation uses to explore research inquiries. For this particular study, a descriptive research design will be utilized. According to Mugenda and Mugenda (2008), the descriptive research design focuses on gathering research data that addresses various questions related to the situation being examined. Additionally, this research design allows for close correlations between research variables and can yield reliable results (Cresswell & Cresswell, 2017). Furthermore, the research design has been chosen as it minimizes interference by the researcher, thus reducing bias in the findings.

3.2 Target Population

The proportions of the target population in this study comprised of senior-level managers (5%), middle-level managers (20%), and non-management staff (75%) were thoughtfully chosen to reflect the organizational hierarchy and ensure a comprehensive representation of perspectives regarding competitive strategies within the plastic packaging industry. The larger share of non-management staff captures the voices of those directly involved in daily operations, providing practical insights into the implementation of competitive strategies and revealing challenges and opportunities that might not be apparent to upper management. Middle-level managers serve as a crucial link between senior management and operational staff, and their significant representation facilitates an understanding of how strategies are communicated and enacted throughout the organization. Conversely, senior-level managers, while fewer in number, play a pivotal role in shaping strategic direction, and their insights, though less frequent, carry substantial weight in informing the study's conclusions.

The distribution also considers practical aspects of accessibility and willingness to participate; non-management staff are typically more available for feedback, while senior managers may have limited availability due to their responsibilities. By emphasizing a larger sample size for non-management staff, the study enhances the statistical validity of its findings, ensuring that the insights gathered are reliable and can be generalized to similar organizations in the industry. Ultimately, these proportions aim to provide a balanced and representative understanding of the competitive strategies employed by CCBK-PMP, thereby enhancing the applicability and relevance of the study's conclusions to the broader plastic packaging sector in Nairobi.

Table 3: Target Population

Categories	**Frequency**	**Percentage**
Senior Level Managers	5	5%
Middle-Level Managers	20	20%
Non-Management Staff	75	75%
TOTAL	100	100

(Author, 2024)

3.3 Sample Size and Sampling Technique

The sampling strategy employed in this study involved a stratified random sampling technique, which was intentionally selected to enhance the representativeness and accuracy of the sample population derived from CCBK-PMP. As defined by Kothari (2014), sampling is the process of selecting specific elements from a broader population, and the stratified random sampling method enables the inclusion of different subgroups within the population, ensuring that each category is adequately represented. The decision to use stratified random sampling, as advocated by Borg and Grall (2009), mitigates potential biases by providing every element in the population with an equal probability of selection. This approach is particularly effective in this study because it acknowledges the diverse roles within the organization senior-level managers, middle-level managers, and non-management staff.

The sample population consisted of 50 individuals, with 6% being senior-level managers, 20% middle-level managers, and 74% non-management staff. The higher proportion of non-management staff (74%) reflects the focus on gathering insights from those who are directly involved in the operational execution of competitive strategies, thus providing valuable, ground-level perspectives that can inform strategic decisions. The inclusion of 20% middle-level managers captures insights from those responsible for implementing policies and strategies, while the representation of senior-level managers (6%) is essential for understanding the strategic vision of the organization. By stratifying the sample and randomly selecting participants from each subgroup, the study enhances the precision of estimates within each category, leading to a more accurate reflection of the population's traits. This methodological rigor not only improves the reliability of the findings but also ensures that the conclusions drawn are relevant and applicable to similar organizations within the plastic packaging industry in Nairobi.

Table 4: Sample Population

Categories	**Frequency**	**Percentage**
Senior Level Managers	3	6%
Middle-Level Managers	10	20%
Non-Management Staff	37	74%
TOTAL	50	100%

3.4 Research Instruments

Tests, questionnaires, and surveys are examples of measurement tools used in research. The questionnaire will be the primary means of gathering data (Ullah & Ameen, 2018). The researcher was able to use the questionnaires AS she prefers that they be simple, cost-effective, and time-efficient to administer (Denscombe, 2017). Based on research carried out by others working in the same area of study, the study's questionnaire was the favored one. Questionnaires are often considered affordable and streamlined tools for gathering information, which will yield large datasets. However, it is important to note that one disadvantage of using questionnaires is that they cannot be administered to individuals who are illiterate and cannot read and write (Creswell & Creswell, 2017).

3.5 Pilot Study

A pilot study was conducted with a sample of 15 respondents to assess the reliability and validity of the research questionnaire. The sample size was chosen based on standard recommendations for pilot studies, providing a balance between manageability and sufficient data for analysis. The respondents were selected from a population similar to the target group for the main study to ensure relevant feedback. The group comprised 9 males and 6 females, with diverse age ranges from 18 to over 45 years, ensuring varied perspectives. Educational levels included undergraduate (40%), master's degree holders (46.7%), and PhD candidates (13.3%), contributing to the credibility of their feedback. The respondents also had a mix of professional experience, with 20% having less than 5 years, 40% between 5-10 years, and another 40% with over 10 years of work experience. This diversity ensured comprehensive insights into the clarity and functionality of the questionnaire. The sample size of 15 was sufficient for conducting reliability tests such as Cronbach's Alpha, which generally requires at least 10 responses per variable. The feedback obtained allowed for modifications to the research tool, ensuring its reliability and validity before full-scale implementation in the main study.

3.5.1 Validity

The extent to which information obtained from respondents accurately portrays the ideas under study is referred to as validity. To summarize the study's findings, the researchers enlisted the assistance of experts in harmonizing the questionnaire's items (Denscombe, 2017). Validity refers to the precision and significance of derivations, both of which are dependent upon research findings. Kombo and Tromp (2009) state that to assess the substance validity of a measure, experts are usually consulted using a conventional approach or master in a definitive field to assist in identifying the content of the questions, modifying their wording, and resolving sequencing issues before conducting the actual investigation and additional methods of investigation. For the study, the researcher sought out advice from specialists in the field of strategic management including engaging her supervisor to assist in ascertaining the validity of the exploration technique. This step was crucial in identifying and rectifying any deficiencies in the questionnaire before it was issued.

3.5.2 Reliability

A crucial element of any tool used to get information from respondents is consistency. If an instrument can extract the same data from two distinct subsets of the same population, it is said to be trustworthy. Reliability in a questionnaire refers to how consistent and repeatable the results are over time. It is an important measure of how stable the questionnaire is in producing consistent results. In the study, a data collection tool, which is a questionnaire was issued to several employees at the CCBK-PMP to ensure that it was reliable and effective and they were able to give responses on what needed to be added to make it useful for them. Reliability refers to how consistently a question is measured (Bannigan & Watson, 2009). Hence, adopting a reliability test such as Cronbach's alpha made it possible for the researcher to produce consistent results based on the study.

3.6 Data Collection Procedure

Primary data was used in this research; it was collected through questionnaires. Questionnaires are preferred because they save time, are cost-effective, and allow the collection of a wide range of data, making them the most convenient method. The self-administered questionnaires will be closed-ended. Likert scale was used to rate the questions. There was further division of the questionnaire into six sections. This included: Section A which compiled background information, Section B to Section D acquired information on cost leadership strategy, differentiation strategy, cost focus strategy, and differentiation focus strategy, and Section E dug deep into CCBK-PMP's performance.

3.7 Data Analysis and Presentation

The study's objectives were guided by the process of data analysis, which was performed using the Statistical Package for Social Sciences (SPSS) while adhering to good statistical practices. After the collection of the data, the questionnaires were checked for completeness and then coded and sorted. Descriptive and inferential statistics were applied to analyze the data. Descriptive statistics will include measures of central tendencies such as means, standard deviations, and frequency distribution. The regression model was used to explore the relationship between competitive strategies and the performance of CCBK-PMP Kangundo Road.

The form that was taken by the regression analysis was as follows:

$$\mathbf{Y=\alpha +B_1X_1+B_2X_2+B_3X_3+ B_4X_4+\acute{\varepsilon}}$$

Y = Performance

α = Constant (Co-efficient of intercept)

X_1 = Cost leadership strategy

X_2 =Differentiation strategy

X_3= Cost focus strategy

X_4= Differentiation focus strategy

έ.= Error Term

$B_1 \ldots B_3$= Regression co-efficient of four variables

3.8 Ethical considerations

Ethical considerations ensure the safeguarding of participants and the integrity of research. Key principles encompass obtaining informed consent, protecting confidentiality and privacy, mitigating harm, and maintaining honesty and transparency. The researcher was able to treat participants with respect and avoid exploiting the respondents. Accountability to the public, peers, and institutions is crucial, often necessitating review by ethics committees or institutional review boards. Adhering to these principles upholds the credibility of research and safeguards participant welfare.

3.8.1 Informed consent

The study obtained written permission before conducting the study. The letters were acquired from CCBK-PMP, the University, and the National Commission for Science and Technology

3.8.2. Voluntary participation

Participants were requested to engage in the study and gave verbal consent along with signing the authorization document

3.8.3 Confidentiality

Respondent's confidentiality was maintained by the research and data was used for writing a project report as per requirements of the university.

3.8.4 Privacy

Respondents' privacy was upheld and none was allowed to give their names or contacts on the questionnaires to prevent other participants from identifying each other.

3.8.5 Anonymity

To maintain anonymity, it is important to keep the identities of study participants confidential from the researcher to avoid bias in the research. This was achieved through the use of codes, which will be assigned to each participant. Their true names or contact information were not to be disclosed while completing questionnaires, as their confidentiality was respected.

3.9 Chapter Summary

Chapter three summarizes the section on the study methodology that will be employed in this study and the research procedure, which explains the methodology adopted. This section outlines the procedure utilized in the research, which outlines techniques applied for the accomplishment of the key objective of the study. The research procedure explains the recommended methodology that assisted the study in accomplishing the research's primary aim. The section covers the research design, population, sample and sampling techniques, data collection, data processing, and data analysis, and concludes with the research's ethical considerations.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

The results of the study are outlined in this area of the study, which is informed by the research questions and the questionnaire. Data that was received through emailed questionnaires were analyzed and used simple descriptive statistics. The research findings were presented in this chapter's many subsections according to the study's primary variables. There are distinct sections in this chapter which include the demographics of participants, their replies to the study variables, the study's limitations, and a summary of the chapter at the end.

4.1 Presentation of Research Findings

Table 5: Response Rate

Category	Frequency	Percentage
Respondent	45	90 %
Non- respondent	5	10 %
Total	**50**	**100**%

Source: Research Data, (2024)

The researcher randomly selected 50 participants for the study and distributed the questionnaire to them as displayed in Table 5 above. Outcomes of the study indicate that 45 respondents, or 90% of the sample, completed the questionnaire in full and returned it, while 5 respondents, or 10% of the sample did not return the questionnaire or did not fill it. The response rate for the research study was good. Kothari (2009) states that any response rate of 50% is considered adequate, 60% decent, and 70% or higher is considered exceptional for research project responses. Therefore, the study's participation rate was quite high and the n=50 acceptable affirms were used in the data analysis.

4.1.1 Pilot Study Results

Table 6: Pilot Study

Variable	No. Of Items	Pilot-Test (0.7)	Cronbach's Alpha
Cost leadership strategy	4	0.736	0.856
Differentiation strategy	4	0.704	0.872
Cost focus strategies	4	0.745	0.869
Differentiation focus strategy	4	0.766	0.923
Performance	5	0.797	0.916

Source: Research Data (2024)

Cronbach's Alpha scores for each variable were utilized in assessing the accuracy and consistency of the research tool during the pilot study before the questionnaire's total items were employed. The important data that the respondents supplied allowed the questionnaire to be modified and yielded valid constructs. Table 6 lists the reliability results in numerical order. Cronbach's Alpha Coefficient (α) for the cost leadership strategy was 0.856, for the differentiation strategy it was 0.872, for the cost focus strategy it was 0.869, for the differentiation focus strategy was 0.923 and for performance, it was 0.916 as Table 6 demonstrates. Internal consistency reliability measurements were deemed high and appropriate in measuring the study variables; hence, they were deemed reliable for analysis and population generalization, as the reliability values surpass 0.7 which is the lower level of acceptability.

Validity was examined during the pilot study thereafter, the tool was changed so that the results and structure could be included in the finished product. In addition to refining the instrument, feedback from pilot participants was used to identify any irrelevant items, ensuring clarity and relevance. Furthermore, throughout the questionnaire formulation stage, the supervisor and I talked to verify that the measure contained a sufficient representative group of items that adequately probed the content. Anchoring the conceptions to the theory and empirical analysis of the data they were obtained from was another way that construct validity was ensured.

4.1.2 Demographic Information

Biographical information was requested from the respondents, which served as an explanation of the attributes of the study. The characteristics included the respondents' position within the company, age group, education level, years of service, gender, and position held in the organization.

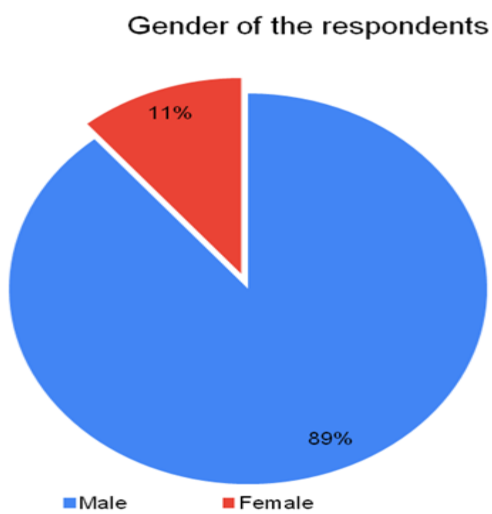

Figure 2: Gender of Respondents

Source: Research Data, (2024)

As illustrated in Figure 3, of all 45 replies that were chosen for analysis, 40 were male employees representing 89% of the sample and 5 were female employees representing 11% of the sample. A large portion of the research participants were male. This suggests that, although many participants were male than female, there was enough gender distribution among the respondents, and their contributions were diverse to the study's conclusions. It is important to note, however, that the nature of activities at the facility typically requires a higher number of male employees, which explains the gender disparity in the sample.

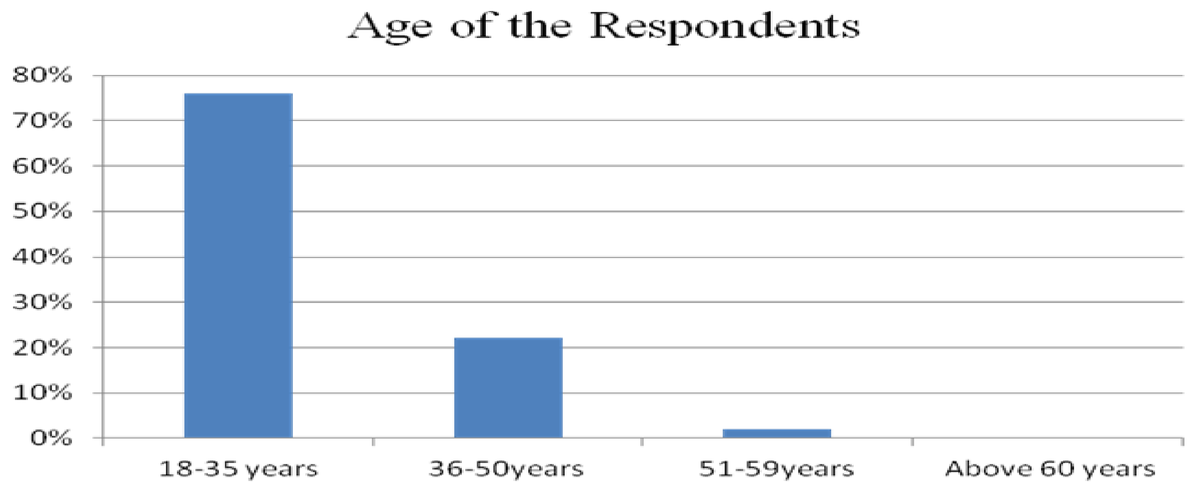

Figure 3: Age of the Respondents

Source: Research Data, (2024)

As displayed above, participants were requested to reveal their age group. The findings indicated that 76% of respondents fell within the ages of 18 to 35, 22% fell within the ages of 36 to 50, 2% fell within the ages of 51 to 59, and no employee had ages 60 and above. A large portion of the participants was in the 18-35 years group, and these replies gave a satisfactory distribution of participants across the age range. The respondents' age is a crucial aspect in evaluating their perspective on some topics. Age also reveals a person's degree of maturity; hence, age plays a bigger role when analyzing a reaction. According to Kothari (2009), one of the most crucial factors in determining a respondent's opinions on a given topic is their age. Age generally indicates the type of energy, technical proficiency, and amount of dedication needed to perform particular tasks.

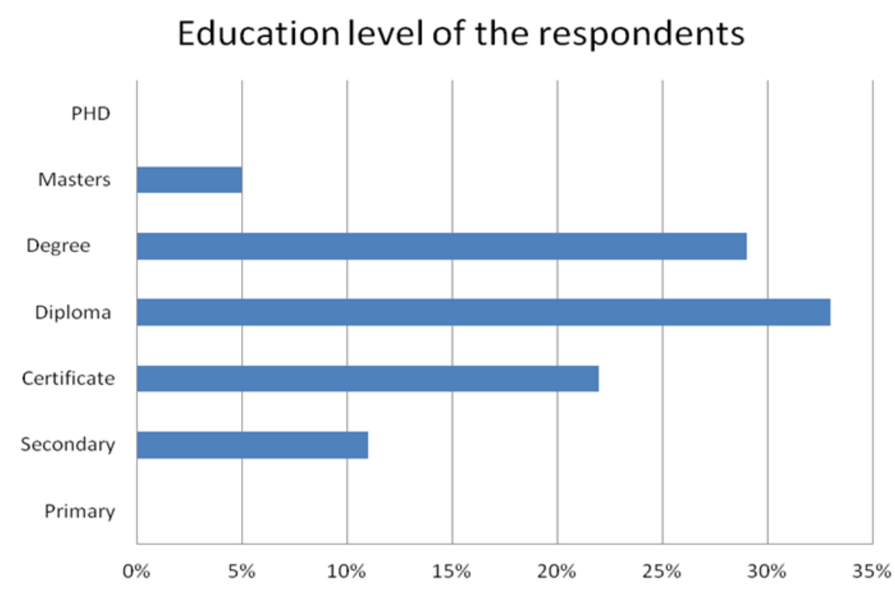

Figure 4: Education Level of the Respondents

Source: Research Data, (2024)

The highest educational attainment of participants results are as shown in the above figure. The results unveiled that 33% of participants had diplomas, followed by 29% who had degrees, followed by 22% who had certificates, 11% who had secondary level, and 5% who had Masters and no participant had a primary level and PhD. It suggests that the participants' greatest level of education was sufficient to understand and reply to the research questions. In addition, these demonstrated skills are needed for operation in the facility. Knowing the educational background of the participants is crucial because it is likely to influence an individual's response based on their educational attainment. Education is one of the most significant factors that may influence and decide an individual's attitudes as well as how they view and comprehend any given social situation, as reiterated by Kothari (2009). Knowing the educational history of the respondents is crucial since, in a sense, an individual's reaction is likely to be influenced by their educational standing. Figure 4 presents the data related to the respondents' education level, which was examined to determine how variable their education was.

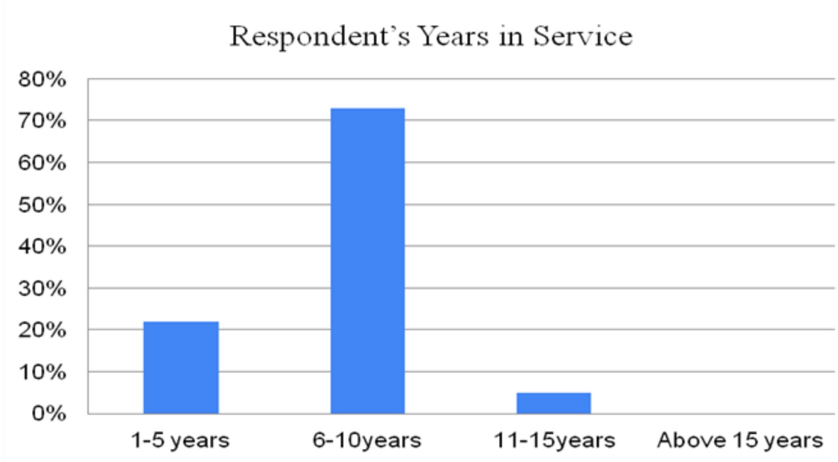

Figure 5: Respondent's Years in Service

Source: Research Data, (2024)

According to Figure 5, 73% of participants reported having worked at the company for 6-10 years, followed by 22% who had been employed for 1-5 years, and 5% who had worked for 11-15 years. No participant had been with the company for more than 15 years. In light of these findings, the respondents were well-positioned to provide informed answers to the questionnaire because they had worked for the company for the specified amount of time. According to Carolin (2015), any respondent with longer tenure in an organization is better suited to comprehend its dynamics provide expert witness testimony in support of study questions and corroborate the findings.

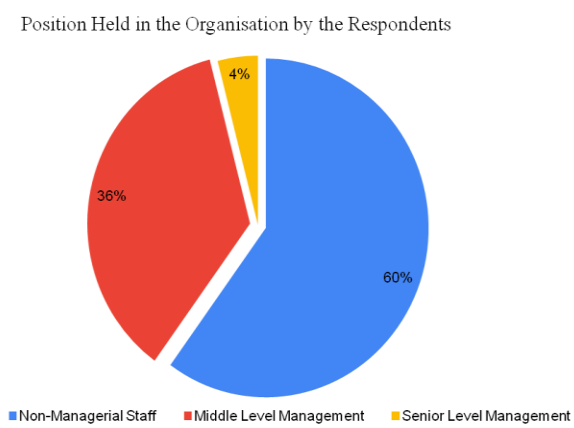

Figure 6: Position Held in the Organization by the Respondents

Source: Research Data, (2024)

When asked about their position within the company, as illustrated in Figure 6, 4% of participants highlighted they were in senior-level management, 36% highlighted that they were in middle-level management, and 60% of the participants, or the larger portion of the sample, highlighted that they were non-managerial staff. This demonstrates that the study included a sufficient representation of all organizational levels. Carolin (2015), found that respondents with positions in an organization better grasp organizational dynamics and react to study questions with authority, corroborating the findings.

4.1.3 Study Main Variables

4.1.3.1 Cost Leadership Strategy

Table 7: Respondents Views on Cost Leadership Strategy

Cost Leadership Strategy	Firmly concurred	Concurred	Impartial	Rejected	Firmly rejected	Mean	Standard deviation
CCBK-PMP's effectiveness in minimizing production costs	24%	49%	11%	9%	7%	3.76	1.13
CCBK-PMP's effectiveness in management and reduction of material wastages.	26%	49%	9%	7%	9%	3.78	1.18
CCBK-PMP's prioritization and maintenance of high standards of product quality	9%	56%	4%	4%	27%	3.16	1.42
CCBK-PMP's efforts to maintain optimal production output levels.	42%	16%	11%	11%	20%	3.49	1.60
Average						**3.53**	**1.35**

Source: Research Data, (2024)

Examining the relationship between performance and cost leadership strategy was the study's primary goal. An attempt by the researcher to investigate how cost leadership strategy affects organizational performance by asking respondents to rank the study variable on a five-point Likert scale. The research variable was determined using a group of four questions, and the findings are displayed in Table 7. Descriptive statistics were used to illustrate the responses and discuss the study's findings. In the study's response to the first question, which asked respondents to rate an organization’s effectiveness in minimizing production cost, 24% of participants firmly concurred, 49% concurred, 11% were impartial, 9% rejected, and 7% firmly rejected. This question had an average of 3.75 and a standard deviation of 1.14. The second question examined whether effective operation management in the respondents' organizations helps reduce material wastage. Here, 26% firmly concurred, 49% concurred, 9% were impartial, 7% rejected, and 9% firmly rejected. This question had an average of 3.78 and a standard deviation of 1.18.

For the third question, which asked if the respondents' organizations prioritize and maintain high standards of product quality, 9% firmly concurred, 56% concurred, 4% were impartial, 4% rejected, and 27% firmly rejected. The average for this question was 3.16, with a standard deviation of 1.43. The fourth question inquired if the respondents' organizations make significant efforts to maintain optimal production output levels. In response, 42% firmly concurred, 16% concurred, 11% were impartial, 11% rejected, and 20% firmly rejected. This question had an average of 3.49 and a standard deviation of 1.60. The cost leadership strategy research variable had an overall average of 3.54 and a standard deviation of 1.34. This suggests plastic packaging industries' cost leadership strategy has a substantial effect on performance and helps in explaining its variance.

The findings of this research are in line with other studies, such as Chepchirchir, Omillo, and Munyua's (2018) investigation into cost leadership strategy's impact on logistics companies' performance. Their study confirmed a significant positive effect on performance, increasing sales and profits, guided by Porter's five forces theory. Similarly, Muasa (2014) found that Safaricom Limited sustained its competitive advantage through cost leadership, especially in the low- and middle-income market, though improvements were needed. Kharub, Mor, and Sharma (2019), however, found that for MSMEs, cost leadership did not directly impact performance; instead, quality management practices, such as process improvement and supplier management, mediated this relationship, highlighting the importance of data-driven decision-making.

4.1.3.2 Differentiation Strategy

Table 8: Respondents Views on Differentiation Strategy

Differentiation strategy	Firmly concurred	Concurred	Impartial	Rejected	Firmly rejected	Mean	Standard deviation
CCBK-PMP’s products consistently meet high-quality standards	40%	24%	14%	2%	20%	3.62	1.52
CCBK-PMP’s products are effectively branded and marketed	47%	22%	7%	9%	15%	3.76	1.50
CCBK-PMP’s products are superior to those offered by competitors	42%	24%	3%	2%	28%	3.49	1.71
I am satisfied with the level of customer service provided by CCBK-PMP	20%	51%	6%	7%	16%	3.53	1.32
Average						**3. 60**	**1.52**

Source: Research Data, (2024)

The researcher aimed to investigate how differentiation strategy influences organizational performance. The evaluation of the study variable was done by asking participants to use a five-point Likert scale. The study variable was ascertained using a group of four questions, and the outcomes are displayed in Table 8, Descriptive statistics were used to illustrate the responses and discuss the study's findings. The findings were as follows: Concerning this research variable, the investigator asked respondents if their company consistently met high-quality standards. The responses to the first question were as follows: 40% of participants firmly concurred, 24% firmly concurred, 14% were impartial, 20% rejected, and 2% firmly rejected. The responses yielded a mean of 3.62 and a standard deviation of 1.52. For the second question, which inquired if the participants' company products are effectively branded and marketed, the results were: 47% firmly concurred, 22% concurred, 7% impartial, 9% rejected, and 15% firmly rejected. The responses had a mean of 3.76 and a standard deviation of 1.50.

The third question inquired whether the respondents' organization’s products are superior to those offered by competitors. The responses were: 42% firmly concurred, 24% concurred, 3% were impartial, 2% rejected, and 28% firmly rejected. The mean of the responses was 3.49 and the standard deviation of 1.71. Additionally, respondents were asked about their satisfaction with customer service provided by CCBK-PMP. The results showed that 20% firmly concurred, 51%

concurred, 6% were impartial, 7% rejected, and 16% firmly rejected. The responses yielded a mean of 3.53 and a standard deviation of 1.32. Overall, the differentiation strategy variable had an average score of 3.60 and an average standard deviation of 1.52, indicating a significant effect of the differentiation strategy on CCBK-PMP's performance.

The study's conclusions align with other research. Ifeoma (2018) found a positive correlation between differentiation and performance, emphasizing that combining differentiation techniques with competitors' product features enhances performance. Klinger, Silveira-Martins, Castro, and Rossetto (2020) studied Brazilian wineries, finding a significant relationship between differentiation and performance, by prospector orientation, the analyst's approach hindered distinctiveness. Tuva (2015) examined Mombasa County's bottled water industry, revealing that product differentiation had a greater effect on profitability than service differentiation.

4.1.3.3 Cost focus strategy

Table 9: Respondents View on Cost Focus Strategy

Cost Focus Strategy	Firmly concurred	Concurred	Impartial	Rejected	Firmly rejected	Mean	Standard deviation
CCBK-PMP effectively balances cost reduction efforts with maintaining product quality for its specific customers	53%	16%	5%	13%	13%	3.82	1.52
CCBK PMP’s supply chain operations contribute significantly to cost savings and efficiencies.	16%	18%	50%	9%	7%	3.27	1.05
CCBK-PMP’s pricing strategies in the plastic packaging industry effectively position us as a cost leader in the industry.	42%	29%	13%	9%	7%	3.91	1.23
CCBK’s strategies effectively adapt to fluctuations in plastic packaging demands and conditions.	49%	20%	13%	7%	11%	3.89	1.39
Average						**3. 72**	**1.30**

Source: Research Data, (2024)

The research's third aim was to establish the correlation between CCBK-PMP's performance and its cost-focused strategy. By using a five-point Likert scale, the participants were asked to rank the study variable. The researcher's goal was to explore how cost-focus strategy affects organizational performance. The study variable was ascertained using a group of four questions, and the outcomes are displayed in the above Table 9. Descriptive statistics are used to illustrate the responses and discuss the study's findings. The following were the outcomes: First, a question about whether the respondent's organization effectively balances cost reduction efforts with maintaining product quality for its specific customers. Among the participants, 53% firmly concurred, 16% concurred, 5% were impartial, 13% rejected, and 13% firmly rejected the statement. The mean score for this question was 3.82, with a standard deviation of 1.52. Regarding the second question, which inquired whether the respondent's organization's supply chain significantly contributes to cost savings and efficiencies, 16% of participants firmly concurred, 18% concurred, 50% were impartial, 9% rejected, and 7% firmly rejected. The mean score for this question was 3.27, with a standard deviation of 1.05.

For the third question, asking if the company positions its pricing strategies as a cost leader in the plastic packaging industry, 42% of respondents firmly concurred, 29% concurred, 13% were impartial, 9% rejected, and 7% firmly rejected. The responses to this question accrued an average of 3.91 and a standard deviation of 1.23. The final question explored whether respondents' organizations effectively adapt their strategies to fluctuations in plastic packaging demand and conditions. Here, 49% firmly concurred, 20% concurred, 13% were impartial, 7% rejected, and 11% firmly rejected, resulting in an average of 3.89 and a standard deviation of 1.39. With an overall average of 3.72 and a mean standard deviation of 1.30 for the cost focus strategy variable, it is quite clear that the focus strategy has a substantial role in the success of CCBK-PMP.

The results of Akitokunbo's (2018) study, which looked at the correlation between market focus strategy and the performance of telecommunications firms, show that there lies a significant and positive relationship between the two. The author concluded that market focus strategy had a substantial and positive impact on an organization's ability to compete. Consequently, the study indicated that a company that decides to use market concentration should concentrate on a small market and work to get either a cost advantage or differentiation within that market. Results of the study by Baraza (2017), which looked at the relationship between cost-focus strategy and the performance of manufacturing companies, show that there is a positive and substantial relationship between the two. The study ascertained how competitive strategies affect output. It was determined that, while the individual effects of cost focus strategies carried a considerable effect on performance. The study suggests that Kenyan manufacturing companies, and especially EABL, define and implement the necessary cost reduction strategies and their application to make sure they possess the right mix to achieve an effective alignment between their organization and the environment, which enhances global competitiveness.

4.1.3.4 Differentiation focus strategy

Table 10: Respondents View on Differentiation Focus Strategy

Differentiation focus strategy	Firmly concurred	Concurred	Impartial	Rejected	Firmly rejected	Mean	Standard deviation
CCBK-PMP is known for innovative plastic packaging designs and features.	42%	22%	3%	11%	22%	3.51	1.64
Customers perceive our brand as offering unique plastic packaging solutions.	49%	24%	9%	7%	11%	3.93	1.37
Customers are satisfied with the unique features of our plastic packaging products.	47%	20%	17%	7%	9%	3.89	1.31
Customers show loyalty due to the unique benefits of our plastic packaging products.	16%	56%	4%	11%	13%	3.49	1.27
Average						**3. 71**	**1.38**

Source: Research Data, (2024)

The research’s fourth aim was to determine the correlation between CCBK-PMP’s performance and its differentiation focus strategy. Making use of a five-point Likert scale, the respondents were asked to rank the study variable. The researcher's goal was to evaluate how a differentiation-focused strategy affects performance. The study variable was ascertained using a group of four questions, and the outcomes are displayed in above Table 10. Descriptive statistics are used to illustrate the responses and discuss the study's findings. The following were the outcomes: The first question asked whether the respondent's organization is recognized for innovative plastic packaging designs and features. Among the participants, 42% firmly concurred, 22% concurred, 3% were impartial, 11% rejected, and 22% firmly rejected. This question had an average score of 3.51 and a standard deviation of 1.64. For the second question which inquired if customers are satisfied with the unique features of the firm's plastic packaging products. The results showed that 49% of participants firmly concurred, 24% concurred, 9% were impartial, 7% rejected, and 11% firmly rejected. The average score was 3.93, with a standard deviation of 1.37.

The third question asked if the pricing strategies of an organization place it as a cost leader in the plastic packaging sector. Here, 47% of participants firmly concurred, 20% concurred, 17% were impartial, 7% rejected, and 9% firmly rejected. The average score for this question was 3.89 and a standard deviation of 1.31. The final question examined whether the organization effectively adapts its strategies to fluctuations in plastic packaging demand and conditions. The results indicated that 16% firmly concurred, 56% concurred, 4% were impartial, 11% rejected, and 13% firmly rejected. The responses yielded a mean score of 3.49 and a standard deviation of 1.27. Overall, the cost focus strategy variable had an average score of 3.71 and a mean standard deviation of 1.38, demonstrating that the focus strategy significantly influences CCBK-PMP's success.

Tritos, Choon, and Vijay (2010) studied how market-focus strategies affect operations in emerging economies, highlighting that aligning strategy and tactics is key to organizational success. They explored broad and niche market strategies, finding that niche-focused firms impact relationship development and process management, while broad market strategies influence staff commitment, which in turn affects operational performance. Peltokorpi, Linna, Malmström, Torkki, and Lillrank (2016) examined five healthcare service delivery methods focused on minimizing variety in products and markets. Their study emphasized the need for specific demand and supply management techniques to optimize focus strategies, providing a framework for aligning organizational strategy with performance.

4.1.3.5 Performance

Table 11: Respondents Views on Performance

Performance	Firmly concurred	Concurred	Impartial	Rejected	Firmly rejected	Mean	Standard deviation
CCBK's products meet customer expectations for quality and functionality.	20%	53%	7%	4%	16%	3.58	1.40
CCBK's efforts have effectively increased its market share.	51%	20%	9%	9%	11%	3.91	1.41
CCBK's initiatives have led to improved profitability for the company.	40%	18%	6%	18%	18%	3.44	1.59
CCBK-PMP's initiatives have led to flexibility and adaptability to market changes	47%	27%	6%	9%	11%	3.89	1.39
CCBK-PMP prioritizes environmental sustainability and responsibility	20%	47%	2%	11%	20%	3.36	1.44
Average						**3. 65**	**1.45**

Source: Research Data, (2024)

To evaluate the study variable and investigate how the organization is performing, a five-point Likert scale was employed for participants to ascertain the study variable, and Table 11 displays the findings. The outcomes of the study are discussed displaying responses using descriptive statistics. The results are as follows: For the first question, which asked if the organization's products meet customer expectations for quality and functionality, 7% of participants were impartial, 53% concurred, 20% firmly concurred, 4% rejected, and 16% firmly rejected. The responses accrued an average score of 3.58 and a standard deviation of 1.40. The second question inquired whether the organization's efforts have effectively increased its market share. Here, 51% of participants firmly concurred, 20% concurred, 9% were impartial, 9% rejected, and 11% firmly rejected. The average score for this question was 3.91, with a standard deviation of 1.43.

The third question asked if the organization's initiatives have led to improved profitability. Of the respondents, 40% firmly concurred, 18% concurred, 6% were impartial, 18% rejected, and 18% firmly rejected. The average score was 3.48, with a standard deviation of 1.41. For the fourth question, which examined whether the organization's initiatives have contributed to flexibility and adaptability to market changes, 47% of participants firmly concurred, 27% concurred, 6% were impartial, 9% rejected, and 11% firmly rejected. The responses yielded an average score of 3.89, with a standard deviation of 1.39. The final question asked if the organization is prioritizing environmental sustainability and responsibility. The responses were 20% firmly concurred, 47% concurred, 2% were impartial, 11% rejected, and 20% firmly rejected. This question had a mean score of 3.36 and a standard deviation of 1.44. Overall, with a mean of 3.65 and a standard deviation of 1.45, the results suggest that performance can be enhanced through improved practices.

The study's conclusions are supported by other research. Mwania (2017) found that Kenyan companies have adopted growth strategies like market expansion, market penetration, product development, and diversification to improve performance. Product development had a significant positive impact, as did market development and expansion. Similarly, Ojwaka and Deya (2018) examined growth strategies in the commercial printing industry, concluding that market development, product development, market penetration, and diversification strategies all significantly impacted performance, though product development had only a small positive effect on profit growth.

4.1.4 Inferential Statistics

4.1.3.4: Effect of Cost Leadership Strategy and Performance of Plastic Packaging Industries

Table 12: Model Summary for Cost Leadership Strategy

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.661[a]	0.437	0.424	0.741

Source: Research Data, (2024)

a. Predictors: (Constant), Cost leadership strategy

The research’s goal served to explore performance and cost leadership strategy correlation. In the regression analysis, performance was dependent variable, while cost leadership strategy served as the predictor. The correlation coefficient was 0.661, indicating a strong positive relationship between cost leadership strategy and organizational performance. Additionally, the R^2 value of

0.437 showed that a single variation in cost leadership strategy contributes to 42.4% of the variation in performance. Table 12 presents an enumeration of the outcomes.

Table 13: ANOVA Results for Cost Leadership Strategy

Model	Sum of Squares	Mean square	Df	F	Sig.
Regression	18.313	18.313	1	33.326	7.817E-07[b]
Residual	23.629	0.550	43		
Total	41.943		44		

Source: Research Data, (2024)

a. Dependent Variable: Performance

b. Predictors: (Constant), Cost leadership strategy

The regression model is a good match for the data, and the values of F = 33.326 demonstrate that cost leadership strategy statistically and significantly affects performance, indicating that performance is substantially influenced by cost leadership strategy. The regression model strongly predicts the dependent variable because the level of significance is 7.817E-07, which is less than 0.05. Table 13 presents an enumeration of the outcomes.

Table 14: Regression Coefficients for Cost Leadership Strategy

Model	Unstandardized Coefficients		t Stat	Sig.	95.0% Confidence Interval for B	
		Standard Error			Lower 95%	Upper 95%
(Constant)	1.372	0.407	3.369	0.001603	0.551	2.194
Cost leadership strategy	0.639	0.111	5.773	7.817E-07	0.415	0.862

Source: Research Data, (2024)

a. Dependent Variable: Performance

Performance = 1.372 + 0.639 (Cost leadership)

The results of the study showed that performance is significantly improved by the implementation of a cost leadership strategy. The findings show a substantial correlation ($p < 0.05$, P =7.817E-07) between the cost leadership strategy and the performance of the organization. As a result, the cost leadership strategy values are statistically relevant ($t = 5.773$, $p < .05$). An indication that an increase in the cost leadership strategy mean index should bring about a positive unit mean index value of 0.639 (63.9%) for performance. The following is the regression model that explains the data in Table 14, Performance = 1.372+ 0.639 (Cost leadership strategy). The model demonstrates how plastic packaging industries cost leadership strategy enhances performance.

4.1.3.6 Effects of Differentiation Strategy and Performance of Plastic Packaging Industries.

Table 15: Model Summary for Differentiation Strategy

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.753[a]	0.567	0.557	0.649

Source: Research Data, (2024)

a. Predictors: (Constant), Differentiation strategy

The research's goal was to examine performance and differentiation strategy correlation. Performance was the dependent variable, while differentiation strategy was the predictor in the regression analysis. The correlation coefficient was 0.753 which revealed a strong positive correlation, underscoring the key connection between differentiation strategy and performance. The R^2 value of 0.567 indicated that a single unit adjustment in differentiation strategy could explain 55.7% of the variation in performance. Table 15 shows a summary of results

Table 16: ANOVA Results for Differentiation Strategy

Model	Df	Sum of Squares	Mean Square	F	Sig.
Regression	1	23.799	23.799	56.401	2.368E-9[b]
Residual	43	18.144	0.421		
Total	**44**	**41.943**			

Source: Research Data, (2024)

a. Dependent Variable: Performance

b. Predictors: (Constant), Differentiation strategy

The statistically significant impact of differentiation strategy on performance is demonstrated by the values of F = 56.401, indicating that the regression model fits the data well and that focus strategy has a major impact on performance. The regression model strongly predicts the dependent variable because the level of significance is 2.368E-9, which is less than 0.05. Table 16 presents an enumeration of the outcomes.

Table 17: Regression Coefficients for a Differentiation Strategy

Model	Unstandardized Coefficients		t Stat	Sig	95.0% Confidence Interval for B	
	B	Standard Error			Lower 95%	Upper 95%
(Constant)	1.141	0.346	3.296	0.00197	0.443	1.838
Differentiation strategy	0.693	0.092	7.510	2.368E-9	0.507	0.879

Source: Research Data, (2024)

a. Dependent Variable: Organizational performance

Performance = 1.141 + 0.693 (Differentiation)

The results of the study showed that performance is significantly impacted by the implementation of a differentiation strategy. The findings show a substantial correlation (P<0.05, P = 2.368E-9) between differentiation strategy and performance. As a result, the Differentiation Strategy values are statistically relevant (t = 7.510, p <.05). An implication is that an increase in the differentiation strategy mean index should bring about a positive unit mean index value of 0 .693 (69.3%) for performance. The following is the regression model that explains the data in Table 17: Organization Performance = 1.141 + 0.693 (Differentiation strategy). The model demonstrates how plastic packaging industries performance is positively impacted by its differentiation strategy.

4.1.3.7 Effect of Cost Focus Strategy on Organization Performance of Plastic Packaging Industries

Table 18: Model Summary for Cost Focus Strategy

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.788[a]	0.622	0.613	0.608

Source: Research Data, (2024)

a. Predictors: (Constant), Cost focus strategy

The research's goal was to explore cost-focus strategy and performance correlation. Cost focus strategy served as the predictor factor and performance as the dependent variable in a regression analysis. The correlation coefficient was 0.788, which demonstrated a strong positive correlation and demonstrated the fundamental relationship between cost focus strategy and performance, and R^2 = 0.622, which indicated that 61.3% of the variation in performance can be explained by a single unit adjustment in cost focus strategy, were the results of the regression analysis. The outcomes are listed as follows in Table 18.

Table 19: ANOVA Results for Cost Focus Strategy

Model	DF	Sum of Squares	Mean Square	F	Sig.
Regression	1	26.071	26.071	70.632	1.278E-10[b]
Residual	43	15.872	0.369		
Total	**44**	**41.943**			

Source: Research Data, (2024)

a. Dependent Variable: Performance

b. Predictors: (Constant), Cost Focus strategy

The statistically significant impact of cost focus strategy on performance is demonstrated by the values of F = 70.632, indicating that the regression model fits the data well and that cost focus strategy has a major impact on performance. The regression model strongly predicts the dependent variable because the level of significance is 1.278E-10, which is less than 0.05. Table 19 presents an enumeration of the outcomes.

Table 20: Regression Coefficients a for Cost Focus Strategy

Model	Unstandardized Coefficients		t Stat	Sig.	95.0% Confidence Interval for B	
	B	Standard Error			Lower 95%	Upper 95%
(Constant)	0.734	0.357	2.056	0.0459	0.014	1.454
Cost focus strategy	0.780	0.093	8.404	1.278E-10	0.592	0.967

Source: Research Data, (2024)

a. Dependent Variable: Performance

Performance = 0.734 + 0.779 (Cost Focus)

The results of the study showed that plastic packaging industries performance is significantly improved by the implementation of cost focus strategy. The findings show a substantial correlation ($p < 0.05$, P = 1.278E-10) between cost-focus strategy and performance. As a result, the cost-focus strategy values are statistically significant ($t = 8.404$, $p < 0.05$). An implication is that an increase in the cost-focus strategy mean index should bring about a positive unit mean index value of 0.780 (78.0%) for performance. The following is the regression model that explains the data in Table 20: Performance = 0.734 + 0.780 (cost focus strategy). The model demonstrates how plastic packaging performance is positively impacted by cost focus strategy.

4.1.3.8 Effect of Differentiation Focus Strategy on Performance of Plastic Packaging Industries

Table 21: Model Summary for Differentiation Focus Strategy

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.760[a]	0.578	0.568	0.641

Source: Research Data, (2024)

a. Predictors: (Constant), Differentiation focus strategy

The research's goal was to examine differentiation focus strategy and performance correlation. In the regression analysis, differentiation focus strategy as a predictor variable, and performance as the dependent variable. The correlation coefficient was 0.760, indicating a strong positive correlation and highlighting the key relationship between differentiation focus strategy and organizational performance. The R^2 value of 0.578 showed that 56.8% of the variation in performance can be attributed to changes in the differentiation focus strategy. Table 21 presents an enumeration of the outcomes.

Table 22: ANOVAa Results for Differentiation Focus Strategy

Model	df	Sum of Squares	Mean Squares	F	Sig.
Regression	1	24.251	24.251	58.941	1.36E-09[b]
Residual	43	17.692	0.411		
Total	44	41.943			

Source: Research Data, (2024)

a. Dependent Variable: Performance

b. Predictors: (Constant), Differentiation Focus strategy

The statistically significant impact of the differentiation focus strategy on performance is demonstrated by the values of F = 58.941, indicating that the regression model fits the data well and that the differentiation focus strategy has a major impact on performance. The regression model strongly predicts the dependent variable because the level of significance is 1.36E-09, which is less than 0.05. Table 22 presents an enumeration of the outcomes.

Table 23: Regression Coefficientsa for Differentiation Focus Strategy

Model	Unstandardized Coefficients		t Stat	Sig.	95.0% Confidence Interval for B	
	B	*Standard Error*			*Lower 95%*	*Upper 95%*
(Constant)	1.062	0.349	3.048	0.003936	0.359	1.765
Differentiation Focus strategy	0.694	0.090	7.677	1.36E-09	0.512	0.877

Source: Research Data, (2024)

a. Dependent Variable: Performance

Performance = 1.062+ 0.694 (Differentiation focus)

The results of the study showed that plastic packaging industries performance is significantly impacted by the adoption of a differentiation focus strategy. The findings show a significant correlation ($p<0.05$, P =1.36E-09) between differentiation focus strategy and organizational success. As a result, the differentiation focus strategy values are statistically significant ($t = 7.677$, $p <0.05$). This suggests that an increase in the mean index of the differentiation focus strategy is expected to lead to a positive change of 0.694 (69.4%) in the performance mean index. The regression model presented above explains the data shown in Table 23: Performance = 1.062+0.694(differentiation focus strategy). The model demonstrates how plastic packaging industries performance is positively impacted by the differentiation focus strategy.

Table 24: Regression Co-efficient for Multivariate Analysis

Model	Unstandardized		t Stat	Sig	95.0% Confidence Interval for B	
	B	Standard Error			Lower 95%	Upper 95%
(Constant)	0.217	0.327	0.663	0.511	-0.444	0.879
Cost strategy	0.071	0.112	0.641	0.525	-0.155	0.299
Differentiation strategy	0.218	0.115	1.897	0.065	-0.014	0.450
Cost focus strategy	0.365	0.128	2.852	0.007	0.106	0.624
Differentiation focus strategy	0.275	0.113	2.440	0.019	0.047	0.503

Source: Research Data, (2024)

The multiple regression analysis yielded the following equation:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon i}$$

Where: Y = Performance

X_1 = Cost Focus Strategy

X_2 = Differentiation Strategy

X_3 = Cost Focus Strategy

X_4 = Differentiation Focus Strategy

β_0 = the intercept (value of Y when X = 0)

B_{1-n} = the regression coefficient

ε_i = error term

The analysis aligns with the research objectives by demonstrating that the competitive strategies employed significantly influence the performance of plastic packaging industries. The equation Performance = 0.217 + 0.071 (Cost leadership strategy) + 0.218 (Differentiation strategy) + 0.365 (Cost focus strategy) + 0.275 (Differentiation focus strategy) indicates that the cost focus strategy has the strongest positive impact on performance ($p = 0.007$, $p < 0.05$), followed by the differentiation focus strategy ($p = 0.019$, $p < 0.05$), both of which are reliable drivers of improvement. In contrast, the cost leadership ($p = 0.525$, $p > 0.05$) and differentiation strategies ($p = 0.065$, $p > 0.05$) show weak or insignificant effects, suggesting that broader strategies are less effective. Thus, focusing on niche markets through cost or differentiation strategies is more beneficial for enhancing performance compared to adopting broader competitive approaches.

4.2 Study Limitations

The study's focus on the broad internal components of cost focus, differentiation focus, differentiation, and cost leadership strategies may have been restrictive because it may not have revealed all the specific elements influencing an organization's performance. Nonetheless, the questionnaire was created in a way that made it feasible for the study to collect as much data as possible. Due to the policy in place at CCBK-PMP’s in response to research conducted within the company, targeted respondents felt uneasy disclosing information about the organization. However, the participants were persuaded by being shown the university letter of the researcher guaranteeing that any information provided would only be used for academic purposes and would not be shared with outside parties.

4.3 Chapter Summary

The questionnaires were dispensed to a sample population of 50 people by the researcher. Outcomes from the research indicated that 45 participants of the 50 participants, or 90% of them, completed the questionnaire in full. With the use of descriptive statistics, data analysis was done. SPSS Version 24.0 was used to tabulate and analyze research findings. Based on research outcomes, plastic packaging industries performance was significantly impacted by the cost focus strategy, which was followed by the differentiation focus strategy then the differentiation strategy finally cost leadership strategy had a minimal impact on performance.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.0 Introduction

This chapter provides a comprehensive overview of the study's findings, drawing connections between the research objectives and the results obtained from the investigation. It begins by summarizing the key findings related to the impact of competitive strategies on performance within the context of plastic packaging industries, specifically focusing on the Coca-Cola Beverages Kenya – Preform Manufacturing Plant as a case study in Nairobi. The chapter then presents a conclusion that synthesizes the insights gained from the research, reflecting on how well the study's aims were achieved and the implications of these findings for the industry. Additionally, it offers recommendations based on the study's outcomes, highlighting practical applications for industry stakeholders seeking to enhance their competitive strategies. Lastly, the chapter suggests avenues for further research, encouraging the exploration of related topics that could deepen the understanding of competitive strategies and performance dynamics in the plastic packaging sector and beyond. Through this structured approach, the chapter encapsulates the study's contributions and sets the stage for ongoing inquiry into the field

5.1 Summary of the Findings

Questionnaires were given to 50 members of the study's sample population; an overwhelming 90% response rate was recorded. The study had a response rate of n=45 legitimate replies which were used in the data analysis. The respondents were requested to submit demographic information that served as an explanation of the research's characteristics. The attributes included the respondents' gender, position within the company, age group, education level, and years of service. A large portion of employees who took part in the research were male 89% and 11% were female. This suggests the study's gender distribution was not equal and that the industry is male dominated this could be due to the nature of work in the industry.

During answering of questionnaires, participants were to give their age range. The results indicated that 76% of respondents fell within 18 and 35 years, 22% fell within 36-50 years and 2% fell within 51- 59 years. A large portion of the participants were in their middle-aged, which shows a good distribution of participants across the age range. The age of the respondent is a crucial factor in determining their perspective on specific subjects. Age also reveals a person's degree of maturity; hence, age plays a bigger role when analyzing a reaction. According to Kothari (2009), one of the most crucial factors in determining a respondent's opinions on a given topic is their age. Age generally indicates the degree of dedication, technical proficiency, and type of energy needed to perform particular tasks and the nature of activities required the youthful group. Participants were also asked to specify their highest educational attainment. The information provided revealed that 33% of the participants had diplomas who were the larger portion, 29% had bachelor's degrees, 22% had certificates, and 11% had completed secondary school education. A small percentage of respondents 5% had Masters and none had a PHD and there was also no primary school dropout. This indicates that the participants' highest educational level was adequate for comprehending the questionnaire. Understanding the educational background of participants is essential because it is likely to influence their response, given their level of education. Education is one of the most significant factors that can influence how people view the world and how they interpret specific social phenomena. It can also shape an individual's attitudes. It might be argued that a person's educational background influences their response, hence it is vital to ascertain the respondents' educational background.

When asked about the duration of their employment with CCBK-PMP, 73% of the participants answered that they had been with the company for between six and ten years, 22% of the respondents had been there for one to five years, and 5% that they had been there for between eleven and fifteen years. The participants could complete the questionnaire because they had worked for the organization for the specified amount of time. Respondents with longer tenure in an organization are better suited to comprehend its dynamics and provide expert witness testimony in support of study questions and corroborate the findings. Lastly, the participants were requested to specify their position within the organization. The largest portion of 60% were non-managerial staff, 36% were middle-level managers and 4% were senior managers as shown by the results of the study which demonstrates that the study included sufficient representation of all organizational levels. Respondents with positions in an organization better grasp organizational dynamics and react to study questions with authority corroborate the findings.

5.1.1 Cost Leadership Strategy on Performance

The study’s first goal was to explore the impact of cost leadership strategy on performance of plastic packaging industries. The results demonstrated a significant impact of the cost leadership strategy on the performance of plastic packaging industries indicating that an increase in the mean index of the cost leadership strategy results in a positive change of 0.638 (63.8%) in performance. This suggests that the cost leadership strategy has a substantial impact on performance in the plastic packaging sector. The findings indicate that for the cost leadership strategy to be effective, organizations must invest in information and communication technology (ICT), focus on evolving customer needs, boost employee morale, offer a diverse range of products, practice effective management, and establish robust customer relationship management. Overall, the study underscores the importance of the cost leadership strategy in enhancing the performance of plastic packaging industries.

5.1.2 Differentiation Strategy Influence on Performance

The study's second aim was to explore the impact of differentiation strategy on performance of plastic packaging industries. The results demonstrated that the performance of plastic packaging industries is significantly influenced by the differentiation strategy. This suggests that an increase in the mean index of the differentiation strategy is expected to lead to a positive unit mean index value of 0.693 (69.3%) for performance. The findings illustrate that differentiation strategies can enhance organizational performance by allowing companies to meet diverse customer needs and distinguish themselves from competitors. This positive relationship between differentiation strategy and performance highlights the importance of adopting such strategies in the plastic packaging sector to improve competitiveness and achieve better operational outcomes.

5.1.3 Cost Focus Strategy Influence on Performance

The study's third aim was to explore the impact of cost focus strategy on performance of plastic packaging industries. The results demonstrated that the performance of plastic packaging industries is significantly influenced by the cost-focus strategy. A substantial correlation was identified between the cost focus strategy and organizational performance, suggesting that an increase in the mean index of the cost-focus strategy is expected to result in a positive increase of 0.780 (78.0%) in the performance mean index. This model illustrates how the cost-focus strategy enhances performance within the plastic packaging sector. The findings indicate that companies employing a cost-focus approach can improve their operational performance significantly. Overall, the study highlights the critical role of the cost-focus strategy in driving organizational success and emphasizes the need for plastic packaging industries to adopt this strategy to enhance their competitiveness and performance in a dynamic market environment.

5.1.4 Differentiation Focus Strategy Influence on Performance

The study’s fourth aim was to explore the impact of differentiation focus strategy on performance of plastic packaging industries. The study's findings reveal that the performance of plastic packaging industries is significantly impacted by the differentiation focus strategy. A substantial correlation was identified between differentiation focus strategy and organizational success, indicating that increased differentiation focus should lead to a positive unit mean index value of 0.694 (69.4%) for performance. This model illustrates how the differentiation focus strategy enhances performance within plastic packaging industries. The research also explored competing strategies, such as broad market approaches versus niche market strategies, highlighting that companies catering to specific market segments can achieve immediate benefits in relationship building and process management, positively affecting employee commitment and overall operational performance.

Conversely, organizations adopting broad market strategies may see varied impacts on employee dedication and relationship development. Additionally, the findings emphasized the necessity of employing specific supply and demand management strategies to maximize the benefits of the focus strategy, highlighting the importance of choosing the right focus to complement organizational performance and strategic objectives. By providing a framework for organizational emphasis, the study contributes valuable insights into the effective implementation of differentiation strategies in the plastic packaging sector.

5.2 Conclusion

The research outcomes reveal that competitive strategies significantly influence the performance of plastic packaging industries, with all predictor variables demonstrating a positive correlation with organizational performance and statistical significance ($p < 0.05$). Specifically, the cost leadership strategy exhibits a strong positive correlation with performance, indicating that variations in this strategy directly affect performance outcomes. The analysis shows that as companies adopt more effective cost leadership practices, their overall performance improves, establishing a fundamental relationship that underscores the importance of this strategy. Similarly, the differentiation strategy reveals a significant relationship with organizational performance, where a unit change in this strategy can lead to measurable improvements. This highlights the necessity for companies to innovate and differentiate their offerings to enhance market competitiveness.

Additionally, the cost focus strategy is emphasized as having the most pronounced impact on performance, suggesting that focusing on niche markets allows firms to optimize their operations and better meet specific consumer needs. The research indicates that organizations employing a cost-focus approach can achieve greater efficiencies and capture larger market shares. Furthermore, the differentiation focus strategy also contributes positively to performance metrics, confirming that specialization in certain market segments can yield substantial benefits. Together, these strategies illustrate the multifaceted nature of competitive advantage within the plastic packaging sector.

Overall, the findings suggest that companies should prioritize adopting these tailored competitive strategies to enhance their performance in the plastic packaging sector. By aligning their operational practices with these strategic insights, organizations can improve their competitive positioning and achieve better outcomes in a challenging market. In conclusion, this study underscores the critical role of competitive strategies in driving organizational success and provides valuable insights for practitioners seeking to navigate the complexities of the industry. Moreover, it informs future research directions, encouraging further exploration of the relationship between competitive strategies and performance, which could yield additional insights and strategies for industry stakeholders.

5.3 Recommendations

Given the significant correlation between the cost-focus strategy and performance, the study strongly recommends its adoption within Coca-Cola Beverages Kenya – Preform Manufacturing Plant (CCBK-PMP). Specifically, CCBK-PMP should consider adjusting their pricing strategy to align with average industry prices to enhance competitiveness, or even setting prices below average to capture a larger market share. By focusing on a specific market segment, CCBK-PMP can achieve either cost advantages or unique positioning within the niche, leading to improved performance. To further enhance operational effectiveness, management should implement targeted cost-focused strategies that expand market reach and operations. This involves investing in market research to better understand consumer needs, providing staff training to enhance skills, and adopting new technologies that drive growth and efficiency. Additionally, forming strategic partnerships with like-minded companies can mitigate competition and uncertainty, thereby bolstering the firm's overall capacity and performance.

From a policy perspective, these recommendations highlight the need for supportive frameworks that facilitate cost-focused strategies and encourage innovation within the industry. Practitioners in the plastic packaging sector are urged to adopt these strategies to enhance their competitive edge and operational performance. Theoretical contributions include the validation of the cost focus strategy as a significant driver of performance, enriching the literature on competitive strategies within the context of plastic packaging. Overall, this study contributes to knowledge by providing empirical evidence of the relationship between competitive strategies and performance, thereby offering actionable insights for industry stakeholders and informing future research directions.

5.4 Suggestions for future studies

The research advocates for investigation into the effects of ownership structures, organizational structures, strategic alliances, and sustainability on competitive strategies in the plastic packaging industry. Future research should explore how integrating sustainable techniques, such as materials that are environmentally friendly, waste reduction, and efficiency in energy impacts competitive strategies and organizational performance. This would help validate the current study's conclusions while offering additional insights into how sustainability can enhance long-term competitiveness and environmental responsibility in the industry.

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APPENDICES

Appendix I: Letter of Introduction

DATE: 11th June, 2024

TO WHOM IT MAY CONCERN

The bearer of this letter; Maureen Mukami Ikunyua Registration No. MBA 27/00224/22 is a bona fide continuing student at the Management University of Africa. She is conducting a **SURVEY ON COMPETITIVE STRATEGIES AND PERFORMANCE OF PLASTIC PACKAGING INDUSTRIES IN KENYA: A CASE STUDY OF COCA-COLA BEVERAGES KENYA-PREFORM MANUFACTURING PLANT**.

Please answer the following questions honestly and objectively to the best of your knowledge, the information obtained will be treated with strict confidentiality. Please do not write your name on the questionnaire. Thank you for your acceptance and support.

Yours faithfully

Maureen Mukami,

The Management University of Africa

Signature…………………………… Date ……………………….

Appendix II: Research Questionnaire

This questionnaire aims to collect information for academic research and will be treated with uttermost confidentiality. Please provide accurate responses to all questions.

SECTION A: BACKGROUND INFORMATION

1. What is your gender?

Male ( ) Female ( )

2. Could you please let me know which age group you belong to?

18-35 years ( ) 36-50 years ( )

51-60 years ( ) Above 60 years ( )

3. What is your highest Education Level?

Primary ( ) Secondary ( ) Certificate ( )

Diploma ( ) Degree ( )

Master ( ) PhD ( )

4. Year of service?

1-5years ( ) 6– 10years ( )

11-15years ( ) 16 years and above ( )

5. Please provide me with the details of the position you currently hold in your organization.

Senior Level Management ( )

Middle-Level Management ( )

Non-Management Staff ( )

SECTION B: COST LEADERSHIP STRATEGY

Please rate the cost leadership strategy of CCBK-PMP operations based on your experience or perception. Rate your extent of agreement regarding each statement on a scale from 1 (firmly reject) to 5 (strongly concur).

Statements	**1**	**2**	**3**	**4**	**5**
CCBK-PMP's effectiveness in minimizing production costs					
CCBK-PMP's efforts to maintain optimal production output levels.					
CCBK-PMP's effectiveness in management and reduction of material wastages.					
CCBK-PMP's prioritization and maintenance of high standards of product quality					

SECTION C: DIFFERENTIATION STRATEGY

Please rate the differentiation strategy of CCBK-PMP operations based on your experience or perception. Rate your extent of agreement regarding each statement on a scale from 1 (firmly reject) to 5 (firmly concur).

Statements	**1**	**2**	**3**	**4**	**5**
CCBK-PMP's products consistently meet high-quality standards					
CCBK-PMP's products are effectively branded and marketed					
CCBK-PMP's products are superior to those offered by competitors					
I am satisfied with the level of customer service provided by CCBK-PMP.					

SECTION D: COST FOCUS STRATEGY

Please rate the cost-focus strategy of CCBK-PMP operations based on your experience or perception. Rate your extent of agreement regarding each statement on a scale from 1 (firmly reject) to 5 (firmly concur).

Statements	**1**	**2**	**3**	**4**	**5**
CCBK-PMP effectively balances cost reduction efforts with maintaining product quality for its specific customers					

CCBK PMP's supply chain operations contribute significantly to cost savings and efficiencies.					
CCBK-PMP's pricing strategies in the plastic packaging industry effectively position us as a cost leader in the industry.					
CCBK's strategies effectively adapt to fluctuations in plastic packaging demands and conditions.					

SECTION E: DIFFERENTIATION FOCUS STRATEGY

Please rate the differentiation focus strategy of CCBK-PMP operations based on your experience or perception. Rate your extent of agreement regarding each statement on a scale from 1 (firmly reject/disagree) to 5 (firmly concur/agree).

Statements	**1**	**2**	**3**	**4**	**5**
CCBK-PMP is known for innovative plastic packaging designs and features.					
Customers perceive our brand as offering unique plastic packaging solutions.					
Customers are satisfied with the unique features of our plastic packaging products.					
Customers show loyalty due to the unique benefits of our plastic packaging products.					

SECTION F: PERFORMANCE

Please rate the performance of CCBK-PMP's operations based on your experience or perception. Rate your extent of agreement regarding each statement on a scale from 1 (firmly reject) to 5 (firmly concur).

Statements	1	2	3	4	5
CCBK's products meet customer expectations for quality and functionality.					
CCBK's efforts have effectively increased its market share.					
CCBK's initiatives have led to improved profitability for the company.					
CCBK-PMP's initiatives have led to flexibility and adaptability to market changes					
CCBK-PMP prioritizes environmental sustainability and responsibility					

Appendix III: Budget Summary

Categories	**Estimated budget (Ksh)**
Data and Research Materials	3500
Symposium attendance	2000
Publication and Dissertation	5000
Miscellaneous	4000
Total Budget	16500

Appendix IV: Workplan

NO	ACTIVITIES	2024						
		Apr	May	Jun	Jul	Aug	Sep	Oct
1.	Literature Review							
2.	Identify Research Gaps							
3.	Design Research Methodology							
4.	Collect Data							
5.	Analyze Data							
6.	Interpret Results and Discussion							
7.	Documentation							
8	First Draft Submission							
9	Final Project Submission							
10	Thesis Defense							

Appendix V: Nacosti Licence

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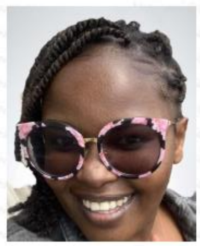

This is to Certify that Ms.. MAUREEN IKUNYUA MUKAMI of The Management University of Africa, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: COMPETITIVE STRATEGIES AND PERFORMANCEOF PLASTIC PACKAGING INDUSTRIES IN KENYA: A CASE STUDY OF COCA-COLA BEVERAGES KENYA-PREFORM MANUFACTURING PLANT. for the period ending : 28/September/2025.

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Appendix VI: Letter from School

The Management University of Africa

MUA

Sponsored by The Kenya Institute of Management

Date: 11TH JULY 2024

TO WHOM IT MAY CONCERN

MAUREEN MUKAMI IKUNYUA– MBA/27/00224/3/22

This letter serves to introduce the above named who is a (**Masters in Business Administration)** student and is interested in carrying out research on **Competitive Strategies and Performance of Plastic Packaging Industries in Kenya: A Case Study of Coca-Cola Beverages Kenya-Preform Manufacturing Plant.**

Any assistance accorded to her in pursuit of this study will be greatly appreciated.

Yours Sincerely

Dr. Juster Nyaga
Dean, School of Management and Leadership

The Management University of Africa | Popo Road, Off Mombasa Road, Bellevue, South C. | P.O. Box 29677-00100, Nairobi, Kenya | Tel: (020) 2361160, 2361161, 3569117 | Cell: 0722224193, 0706035244, 0706035299 | Email: vc@mua.ac.ke | www.mua.ac.ke

Appendix VII: Plagiarism

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