Journal of Strategic Management

Competitive Strategies and Performance of Pharmaceutical Wholesaler Companies in Kigali, Rwanda

Teta K. Christa Bella & Dr. Gitahi Njenga

ISSN: 2616-8472

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 6||Issue 5||Page 101-121||October||2022|
Email: info@stratfordjournals.org ISSN: 2616-8472

Competitive Strategies and Performance of Pharmaceutical Wholesaler Companies in Kigali, Rwanda

[1*]Teta K. Christa Bella & [2]Dr. Gitahi Njenga

[1]School of Business and Economics, Business Administration (MBA), Project Management, Mount Kenya University, Kigali, Rwanda

[2]Mount Kenya University

***How to cite this article*: Bella T. K. C. & Njenga G., N (2022). Competitive Strategies and Performance of Pharmaceutical Wholesaler Companies in Kigali, Rwanda. *Journal of Strategic Management, 6*(5), 101 - 121. https://doi.org/10.53819/81018102t2098**

Abstract

This research dealt with competitive strategies and pharmaceutical wholesaler companies' performance in Kigali Rwanda. The three specific objectives of this research were to examine effect of cost leadership, focus and differentiation on pharmaceutical wholesaler companies' performance in Kigali, Rwanda. This research study adopted a descriptive research design with one hundred and thirty six pharmaceutical wholesalers in Kigali city licensed and registered by Rwanda Food and Drug Authority as population. The research used size of the sample which were 101 wholesaler companies, selected using stratified probability sampling method. This study used a quantitative data analysis technique to the collected data by use of questionnaire as research instrument and data were coded and analyzed using SPSS version 22.0. Questionnaires pre-test was used through pilot study with teen respondents where the reliability was tested by use of Cronbach's Alpha. Descriptive statistics results demonstrated that an overall mean of 1.963 calculated during the analysis of the statements regarding cost leadership implied that a big number of respondents strongly agreed that leadership of cost strategies affected pharmaceutical companies' performance while the calculated overall mean of 2.019 implied that a big number of respondents agreed that focus strategies affect performance of pharmaceutical companies and the overall mean of 2.029 implied that the big number of respondents agreed that strategies of differentiation affected pharmaceutical companies performance in Rwanda. Inferential statistics results revealed that cost leadership, focus and differentiation strategies effected performance of pharmaceutical companies because the calculated correlation results indicated positive and significant relationship between cost leadership strategies and sales revenue (r=0.296 and sig=0.000), focus strategies and profitability (r=0.391 and sig=0.000), and differentiation strategies and market leadership (r=0.964 and sig=0.000) at 0.01 level of significance; while the regression results revealed that there is a positive and significant effect between cost leadership sales revenue (b=0.065 and sig=.004), between focus strategies and sale revenue (b=0.744 and sig=.000) and differentiation strategies (b=0.086 and sig=.030) at 0.05 level of significance. Thus, these

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 6||Issue 5||Page 101-121||October||2022|
Email: info@stratfordjournals.org ISSN: 2616-8472

correlation and regression results justified why all null hypotheses were rejected because all predictors of competitive strategies showed a significantly positive effect on pharmaceutical companies' performance or their indicators. In conclusion, the results indicated that competitive strategies demonstrated a positively significant effect on pharmaceutical companies' performance in Rwanda. The researcher recommended the pharmaceutical companies to enhance their performance by always updating and creating innovation in their competitive strategies in order to ensure that the company is always on top in regard to performance.

Keywords: *Competitive Strategies, Pharmaceutical Wholesaler Companies, Performance, Rwanda*

1. Introduction

To begin with, there is a conceptual gap in which competitive strategies have not been studied adequately in Rwanda compared to other countries. There are studies done on competitive strategies across the globe. For instance, a study examined competitive strategies among Malaysian hotels and found out that cost leadership competitive strategy boost firm performance (Hilman & Kaliappen, 2014). However, this study was done out of Rwanda thus the findings may not be replicated. Also, the study has a conceptual gap as only one variable was focused in while the current study has three variables which are focus, differentiation and cost leadership.

Therefore, there is a research gap on studies done on competitive strategies that none focused on pharmaceutical industry in Rwanda. For instance, a study of Kule and Mbabazi (2017) concentrated on competitive strategies and performance of finance in Rwanda while another research was conducted by Scholastique, Patrick and Jaya (2018) on competitive strategy and hotels performance in Rwanda which showed that hotels that use cost leadership, differentiation had positive significant relationship with Hotel performance. Furthermore, no study done in Rwanda highlighted focus and differentiation and cost leadership on performance of pharmaceuticals in Rwanda. It is therefore necessary to conduct this study to assess what strategies to use to remain ahead of competition and achieve high performance.

Moreover, there is a need to undertake this study in order to compare and contrast the findings with those done at the global level. This study can be used as basis for making policies by Rwanda Food and Drugs Authority to make regulations that promoted this sector that plays a major role in health and wellness of the people. To bridge the conceptual and contextual gap, this study analyzed the competitive strategies on performance of pharmaceutical wholesaler in Rwanda.

1.3 Research Objectives

1.3.1 General objectives

The main objective of the research is to assess the effect of competitive strategies on performance of pharmaceutical wholesaler companies in Kigali, Rwanda.

1.3.2 Specific Objectives

i. To examine effect of cost leadership on performance of pharmaceutical wholesaler companies in Rwanda;
ii. To find out the effect of focus strategies on performance of pharmaceutical wholesaler companies in Rwanda;

iii. To establish the effect of differentiation strategies on performance of pharmaceutical wholesaler companies in Rwanda.

1.4 Research Hypotheses

H_{O1}: Cost leadership strategy does not significantly affect performance of pharmaceutical wholesaler companies in Kigali, Rwanda.

H_{02}: Focus strategy does not significantly affect performance of pharmaceutical wholesaler companies in Kigali, Rwanda.

H_{03}: Differentiation strategy does not have a significant effect on performance of pharmaceutical wholesaler companies in Kigali, Rwanda.

2. Review of Literature

2.1 Empirical Literature

2.2.1 Cost Leadership Strategies and Performance

Kharub and Sharma (2019) focused on cost leadership and performance of firms in small entities in India. The study purposed to assess effect of cost leadership competitive strategy on business return. Moreover, the research attempted to establish the moderating function of cost control on quality management in addition the result overall effect on financial returns. Data methods included use of structural modeling techniques on data that was sourced from respondents by questionnaire administration. Findings suggested that cost leadership singly does not improve firm performance. However, cost leadership showed a positive and significant effect on quality management in performance of firm.

In a case research on companies located at the Jomo Kenyatta International Airport, Alice, Francis and Jennifer examined cost leadership and presentation of the airport based logistic firms. The study sourced data from one hundred and fifty one respondents. The specific aim was to examine end product of cost leadership methodologies on sales and profits of enterprises. Questionnaires were issued randomly and both expressive and inferential insights were utilized in information examination. Results demonstrated a positive and significant effect of cost leadership tactic and financial returns of logistic firms at the airport. (Alice, Francis & Jennifer, 2018)

Bimenyimana's study focused on competitive strategies implementation at Bralirwa Ltd in Rwanda. This reading purposed to establish the outcome of market focus, commodity distinction, lastly cost leadership at the manufacturing firms. Primary data was sourced from a sample of ninety six randomly selected managers across the various departments of the firms. Data analysis method used was descriptive statistics and regression modeling. Results evidenced that cost leadership competitive strategy, market focus strategy and differentiation strategies each positively influenced organizational performance, the effect was equally statistically significant. However, product differentiation strategy was the most important factor of organizational performance (Bimenyimana, 2018).

2.2.2 Focus Strategies and Performance

In 2020, a study conducted in Parsian banks examined end product of viable strategies and act of Parsian banks in Iran. The objective was to establish the how each of this strategies influence corporate performance. Primary data was amassed from a section of two hundred

and ten expert employees at Parsian bank. Data analysis method entailed use of structural equation modeling technique. The path coefficient and significance thereof indicated that all alternative hypotheses were confirmed (Taghipour, et al., 2020).

By focusing on Kosovo's manufacturing firms Mustapha, Islami and Latkovikj (2020) inspected the consequence of competitive strategies on organizational accomplishment. This study centered on generic strategies of Porter in reference to low cost leadership, focus strategies and differentiation. Using a random sampling technique, a hundred and fifty forms were issued to firm executors. Pegging on the coefficient estimates and p-values, results indicated that all three generic competitive strategies had optimistic and considerable result on firm actions. Moreover, of the three differentiations was the most significant determinant of organizational performance (Mustapha, Islami & Latkovikj , 2020).

A research was done to examine the role of focus competitive tactics on organizational execution of SACCOs in Kenya. The revise centered on deposit taking cooperatives from which primary data was gathered. The explanatory variables of this reading were; customer service quality, customer relationship management and pricing strategies (Ogollah, et al., 2018). Data methods entailed used of a structured questionnaire and the participants were one hundred and eighty one managers from the financial institutions. In a bid to get results on objectives, data was processed using regression analysis. Findings showed that focus strategy improved performance of the financial institution. This is because the indicators used to represent focus strategy showed positive and significant effect on firm performance.

Another study was done in 2019 and investigated positioning strategy among private electricity producers in Rwanda. The study had had four definite objectives namely; examine the outcome of differentiation, costing and promotion focus strategy, quality strategy and pricing strategy. Data was sourced from thirty randomly selected participants among the independent power producers. Results reported showed that focus strategy elements, that is, pricing, costing and service quality strategies are enhanced performance. To the contrary, findings of differentiation have negative outcome on performance of organizations (Mukeshimana, Nkechi & Jefferson, 2019).

2.2.3 Differentiation Strategies and Performance

Banker, Mashruwala and Tripathy undertook a study that examined competitive strategies among firms in India. The specific objectives entailed assessment of cost leadership competitive strategy and differentiation strategy. By using secondary data extracted from firms' record for a period of fourteen years, they estimated a regression model which revealed that both differentiation and cost leadership competitive strategies have optimistic impact on organizational performance.

Moreover, the study showed that product distinguish was the most significant as it positioned firms in a competitive edge when it comes to dealing with market instability and systematic risks in an industry (Banker, Mashruwala & Tripathy, 2014). Mutinda and Mwasiaji undertook a study in 2018 on cutthroat strategies and carry out of supermarkets in Kenya. The study was a case study of family owned businesses at Machakos. The goals of this revise consequences of focus, cost leadership and differentiation research methods entailed collection of data from two hundred and fifty respondents by use of a structured questionnaire. In analysis a least square regression equation was used. Results of the study evidenced that cost, differentiation and focus methodologies had positive impact on performance. Of these variables, cost strategy and focus were significant drivers of

performance. However, differentiation strategy did not significantly influence performance (Mutinda & Mwasiaji, 2018).

Isaboke wanted to examine strategies on small entities performance in Kenya. It was a case reading of SMEs. Data methods entailed use of structured questionnaires to obtain raw data from over a hundred participants distributed across the entire city. Data examination was done using inferential insights from which the model relating competitive strategies were found fit. Furthermore, the three low strategies noted to have effect which is positive and significant to the SMEs performance (Isaboke, 2018)

2.3 Critical Review and Research Gaps Identification

In 2014, Hilman and Kaliappen examined outcome cost leadership on hotels performance in Malaysia. The research discovered that low cost leadership and process innovations enhanced performance (Hilman & Kaliappen, 2014). However, this research didn't concentrate on differentiation or even focus strategies as other competitive strategies, it is in this sense, this research sought to concentrate also on focus and differentiation strategies

Moreover, the Malaysia economic environment is different from that of Rwanda hence the results cannot be said to apply in Rwanda. The current study focuses on low cost leadership, differentiation and focus strategies and is based on legal drug whole seller companies in Rwanda. A study done by two researchers in 2019 focused on cost leadership and firm performance of small entities in India. Findings revealed that low cost leadership did not foster firm performance (Kharub & Sharma, 2019).

Another study was done in 2018 and analyzed and concentrated on cost leadership and performance of finance of the airport based logistic firms. Though, the study is an East African case, it was too narrow as it only focused on one generic competitive strategy (Alice, Francis & Jennifer, 2018). The current study focuses on low cost leadership, differentiation and focus strategies and is based on pharmaceutical companies in Rwanda. Bimenyimana focused on competitive strategies implementation at Bralirwa Ltd in Rwanda. Results evidenced that cost leadership competitive strategy, market focus strategy and differentiation strategies each positively influenced organizational performance (Bimenyimana, 2018).

This is a good research but dealt on manufacturing firms in Rwanda. The current study is centers on pharmaceutical wholesalers in Kigali, Rwanda. Giving another example of research that examined competitive strategies effects on Parsian bank performance in Iran. The study's conclusion was that cost leadership, differentiation and focus were all significant enablers of improvement in organizational performance (Taghipour, Barzegar, Mahboobi & Mohammadi, 2020).

However, the environment in Iran is different and therefore a Rwandan study is of great value to policy makers and management practice. A study done in Kenya examined role of focus competitive strategy on organizational performance of SACCOs. Results showed that focus strategy improved SACCO's performance. However, this study's results cannot be duplicated to pharmaceutical firms in Rwanda. Moreover, the financial sector is different from pharmaceutical sector (Ogollah, Paul, Gladys & Willy, 2018). A study undertaken by Mukeshimana, Nkenchi and Jefferson investigated positioning strategy among private electricity producers in Rwanda. Results were that pricing, costing and service quality strategies are enhanced performance. Although the study was done in Rwanda is in a different sector which then makes this current study worthwhile to undertake (Mukeshimana, Nkechi & Jefferson, 2019)

Banker, Mashruwala and Tripathy in 2014 undertook a study that examined competitive strategies among companies in India. The research exposed that differentiation was a significant factor of firm performance. However, the study was done in India which indicates a gap of context with research seeking to address (Banker, Mashruwala & Tripathy, 2014).

A study on strategies of competitive by Mutinda and Mwasiaji (2018) demonstrated that differentiation, focus and cost strategies had positive (Mutinda & Mwasiaji, 2018). However, differentiation was not a significant variable which is against the theoretical literature. Therefore, there is a need to undertake more studies to test the theories.

3. Materials and Methods

The framework process that is done to achieve objectives of research are known as research design and are done for the purpose of answering the research questions. Research design choice depends on the need of a study and data in use (Creswell & Poth, 2018). In this study, the most appropriate research design is descriptive research design. The appropriateness of descriptive research can be explained in three folds.

One reason is that it aims at describing the link between independent and dependent variables in a study. Considering cost leadership, focus and differentiation on pharmaceutical companies' performance, the best design is descriptive research design. In descriptive research design quantitative data in its analysis was used. This study made use primary data that was coded to allow regression analysis. In this study, data was obtained from pharmaceutical wholesaler managers in the time of data. Through use of descriptive research design, suitable inferences can be obtained which enable generalizations.

A total of all units that inferences are made is known as population ((HeathKnwoldge, 2016). This study has been a target population of wholesale pharmaceutical companies in Kigali licensed to distribute human drugs in Kigali city by the Rwanda FDA computed from. This study's sampling frame consisted of managers of pharmaceutical companies. Information from the Rwanda FDA website indicates that there are 136 pharmaceutical wholesaler companies licensed and carrying out business in Rwanda, Kigali City Province (FDA, 2021) this list is annexed on Appendix 1. This category formed the sample frame. This study was conducted in Kigali City. The Rwanda FDA licenses and regulates pharmaceutical companies engaging in retail, wholesale and manufacture of human drugs in Rwanda (FDA, 2021).

The researcher selected the 101 respondents using simple random sampling techniques because all the respondents had equal chances to participate in this research. Thus, the respondents were chosen randomly because they had same probability of participating in this research (Eyesi, 2016).

A process that is used to process data into meaningful inferences is known as data analysis. This study used quantitative data analysis techniques since data was collected in forms that it can be coded and analyzed. Data analysis begins with data cleaning where questionnaire are sorted to separate the good from the bad one. Good questionnaires are those fully filled, not double marking and are legible.

After this, the data was coded and summarized into an Excel Sheet. The third step was to import on the data analyzed using SPSS version twenty two to analyze descriptive statistics and inferential ones which are presented by mean and standard deviation in order to take decision on the perception of respondents and regression and correlation was undertaken. It is through regression analysis that the hypothesis of the study was tested. Multiple regression in the form of $Y= \beta 0+\beta 1X1+\beta 2X2+\beta 3X3+\varepsilon$ where Y is represented as performance, Bs as

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 6||Issue 5||Page 101-121||October||2022|
Email: info@stratfordjournals.org ISSN: 2616-8472

coefficients of determinations, X1 as the first predictor is cost leadership strategy , X2 as the second predictor is focus strategy, X3 as the third predictor is differentiation strategy, ε =error term

4. Research Findings

4.2.1 The effect of cost leadership strategies on performance of pharmaceutical companies in Rwanda

The managers were asked to point out reasons why product price being used by pharmaceutical wholesale guaranteed to stay competitive. From the responses, managers indicated that large stock, use of technology, distribution channels, good product pricing, transport system and labor costs were resulted to low costs as indicated in the results Table 1 of cost leadership strategies used by the managers.

Table 1: Cost leadership strategies

Cost leadership strategies	Mean	SD
We deal with large stocks of products in order to have low costs through economies of scale	1.861	1.149
Through use of technology our operational costs have gone down	1.861	1.149
Our selection of channels of distribution are fast and time savings thus leading to cost reductions	1.930	1.159
The prices of our products are the most competitive in the market and this leads to more revenue	2.079	1.262
The different products we offer in the market are affordable and this leads to more sales	2.059	1.239
The price of supplying products to retailers is kept as low as possible in order to enhance our profits	2.059	1.247
Our transport costs are constantly lower than those of competitors	1.990	1.276
Our labor costs are competitive than those of competitors	1.871	1.145
Overall mean	1.963	

Key: Strongly agree 1 to strongly disagree 5, SD= Standard deviation

Source: Field Data (2022)

The results of the research presented in Table 1 shows that the mean of 1.861 and SD of 1.149 stands for the respondents who strongly agreed that they dealt with large stocks of products in order to have low costs through economies of scale. The mean of 1.861 and SD of 1.149 show that the respondents strongly agreed that through use of technology their operational costs have gone down. The mean of 1.930 and SD of 1.159 show the respondents strongly agreed that their selection of channels of distribution are fast and time savings thus leading to cost reductions. The 2.079 and SD of 1.262 show that the respondents agreed that the prices of their products are the most competitive in the market and this leads to more revenue.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 6||Issue 5||Page 101-121||October||2022|
Email: info@stratfordjournals.org ISSN: 2616-8472

The mean of 2.059 and SD OF 1.239 show that the respondents strongly agreed that the different products they offer in the market are affordable and this leads to more sales. The mean of 2.059 and SD of 1.247 shows that the respondents agreed the price of supplying products to retailers is kept as low as possible in order to enhance our profits. The mean of 1.990 and SD of 1.276 showed that the respondents strongly agreed that their transport costs are constantly lower than those of competitors. The mean of 1.871 and SD of 1.145 show that the respondents strongly agreed that their labor costs are competitive than those of competitors; Hence, since the overall mean is 1.963, it implies that a big number of respondents strongly agreed that strategies of cost leadership has an effect on pharmaceutical companies performance in Rwanda.

The descriptive results of first objective have revealed that a big number of respondents strongly agreed that strategies of cost leadership have an effect on pharmaceutical companies' performance in Rwanda. Thus, the descriptive results of this current research is supported by the results of the research of Kharub and Sharma (2019) who revealed that cost leadership does not only singly improve firm performance rather it had moderate positive significant effect on the association between quality management and firm performance.

Table 2: Performance of Pharmaceutical Companies in Rwanda

Performance	Mean	SD
Sales revenue have increased	2.059	1.247
Profitability has increased	2.089	1.273
Market leadership has increased	1.930	1.151
Overall mean	2.026	

Key: Strongly agree 1 to strongly disagree 5, SD= Standard deviation

Source: Field Data (2022)

The results of the research in Table 2 show the mean of 2.059 and SD of 1.247 implying that the respondents agreed that the sales revenue have increased. The mean of 2.089 and SD of 1.273 implying that the respondents agreed that the profitability has increased while the mean of 1.930 and 1.151 of SD implies that the respondents strongly agreed that market leadership has increased. Thus, since the overall mean is 2.026, it implies that the big number of respondents agreed that their performance has increased.

Table 3: Performance of Pharmaceutical Companies (US Dollars in million)

Performance/ years	2018	2019	2020	2021	2022
Sales revenue have increased	139.7	152.9	165.2	177.3	No data available
Profitability has increased	2.6%	8.6%	11.4%	9.6%	No data available
Market leadership has increased	3.6	13.1	12.3	17.0	No data available

Source: RFDA (2021)

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 6||Issue 5||Page 101-121||October||2022|
Email: info@stratfordjournals.org ISSN: 2616-8472

The secondary data from RFDA in the Table 3 indicates that the profitability in pharmaceutical companies were very high in 2020 but compare to its 2018 to 2021 it kept increase the sale revenue also increased because in 2018 it was 139.7 million when in 2021 it reached 177.3 million. Hence, the market leadership kept increasing which implies that the pharmaceutical companies are performing better.

Table 4: Analysis of Pearson correlation between cost leadership strategies and performance of pharmaceutical companies

		Sales revenue	Profitability	Market leadership
Cost leadership strategies	Pearson Correlation	.296**	.815**	.428**
	Sig. (2-tailed)	.003	.000	.000
	N	101	101	101

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

Source: Field Data (2022)

Findings in Table 4 proved that cost leadership strategies and sales revenue (r=0.296 and sig=0.003), and profitability (r=0.815 and sig=0.000), and market leadership (r=0.428 and sig=0.000) have positive and significant relationships because the calculate correlations are positive and the calculated significance levels are under 0.01 level of significance. Hence, the null hypothesis has been rejected because cost leadership and performance of pharmaceutical companies

The correlation analysis results proved that strategies of cost leadership and performance have significant and positive effect which is supported by the findings of the research of Alice, *et al.*, (2018) which found that tactics of cost leadership has positive and sig effect on financial returns in logistic firms in Kenya.

4.2.2 The effect of focus strategies on performance of pharmaceutical companies in Rwanda

Managers were required to tick appropriate level of agreement that focus strategies lead to financial performance of respective companies. The results show that companies focused on a niche of customer that led to high sales, affordable products that lead to high revenues depending on preferences thus increased sales, focusing on best trade terms in the market to maintain healthy relationships with customer and shipment of products from one region to reduce complaints and custom related costs.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 6||Issue 5||Page 101-121||October||2022|
Email: info@stratfordjournals.org ISSN: 2616-8472

Table 5: Focus strategies

Focus strategies	Mean	SD
Our company targets a niche and this enhances our service delivery to customers leading to high sales	1.940	1.156
We have specialized in products that are affordable in the market and this leads to high revenue	2.079	1.262
Our delivery is selected depending on the needs of customers	2.069	1.234
We segment the market and offer products depending on preferences and this has increased our sales income	2.069	1.243
We seek to establish long lasting healthy customer relationships	1.950	1.252
Our terms of trade are the best in the market	1.950	1.169
We ship products from one region in order to reduce complaints and also lower custom related costs	2.079	1.246
Overall mean	2.019	

Key: Strongly agree 1 to strongly disagree 5, SD= Standard deviation

Source: Field Data (2022)

The results of the research in Table 5 indicates that the mean of 1.940 and SD of 1.156 shows that the respondents strongly agreed that company targets a niche and this enhances their service delivery to customers leading to high sales. The mean of 2.079 and SD of 1.262 shows that the respondents agreed that they have specialized in products that are affordable in the market and this leads to high revenue. The mean of 2.069 and SD of 1.234 show that the respondents agreed that their delivery is selected depending on the needs of customers. The mean of 2.069 and SD of 1.243 show that the respondents agreed that they segmented the market and offer products depending on preferences and this has increased their sales income. The mean of 1.950 and SD of 1.252 show that the respondents strongly agreed that they seek to establish long lasting healthy customer relationships.

The mean of 1.950 and SD of 1.169 show that the respondents strongly terms of trade are the best in the market. The mean of 2.079 and SD of 1.246 shows that the respondents agreed that they ship products from one region in order to reduce complaints and also lower custom related costs. Since, the overall mean is 2.019 it implies that a big number of respondents agreed that focus strategies affect performance of pharmaceutical companies in Rwanda.

The descriptive statistics results of the second objective regarding focus strategies and performance of pharmaceutical companies in Rwanda demonstrated that a big number of respondents agreed that focus strategies affect performance of pharmaceutical companies. These results are supported by the findings of the research of Mukeshima, Nkechi and Jefferson (2018) who proved that focus strategy through pricing, costing and service quality strategies affect positively and significantly organizational performance.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 6||Issue 5||Page 101-121||October||2022|
Email: info@stratfordjournals.org ISSN: 2616-8472

Table 6: Analysis of Pearson correlation between focus strategies and performance of pharmaceutical companies

		Sales revenue	Profitability	Market leadership
Focus strategies	Pearson Correlation	.365**	.391**	.968**
	Sig. (2-tailed)	.000	.000	.000
	N	101	101	101

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

Source: Field Data (2022)

Findings in Table 6 demonstrated that focus strategies and sales (r=0.365 and sig=0.000), and profitability (r=0.391 and sig=0.000), market leadership (r=0.968 and sig=0.000) have relationships which are significant and positive because their calculated Pearson correlation are positive while the calculate significance level are under 0.01 level of significance. Hence, this implies that null hypothesis (H_{o2}) is rejected because focus strategies affect significantly and positively performance of pharmaceutical companies in Rwanda.

The results from correlation analysis demonstrated positive and significant strategies of focus affect on pharmaceutical companies performance in Rwanda. These results are supported by the findings of the research of Ogollah, *et al*., (2018) because their findings revealed that focus strategy improved performance of financial institution since positive-significant effect of focus strategies on performance of firms.

4.2.3 The effect of differentiation strategies on performance of pharmaceutical companies in Rwanda

Respondents were asked ways that differentiation strategies that improve financial performance of their respective companies. The results showed that performance is improved by having product packaging unique to attract customer, by focusing on customers as opposed to mass selling, by making market surveys on customer preferences, by well-known brand name, and by deliverance of quality service control procedures that led to revenues.

https://doi.org/10.53819/81018102t2098

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 6||Issue 5||Page 101-121||October||2022|
Email: info@stratfordjournals.org ISSN: 2616-8472

Table 7: Differentiation strategies

Differentiation strategies	Mean	SD
By having our product packaging being unique, we are able to attract more customers	2.079	1.246
We breakdown products	2.059	1.231
We focus on customers that are profitable as opposed to mass selling of products	1.970	1.276
Our undertake market surveys in order to respond fast to changing customer preferences	1.930	1.159
The company has a good brand name and we seek to keep it high as this attracts more customers	2.079	1.262
We have strong quality service control procedures and this provides us with a competitive edge leading to more revenue	2.059	1.239
Overall mean	2.029	

Key: Strongly agree 1 to strongly disagree 5, SD= Standard deviation

Source: Field Data (2022)

The results in Table 7 shows the mean of 2.079 and SD of 1.246 which implies that the respondents agreed that by having their product packaging being unique, they are able to attract more customers. The mean of 2.059 and SD of 1.231 implies that respondents agreed that they breakdown products. The mean of 1.970 and SD of 1.276 shows the respondents strongly agreed that they focus on customers that are profitable as opposed to mass selling of products. The mean of 1.930 and SD of 1.159 implies that the respondents strongly agreed that their undertake market surveys in order to respond fast to changing customer preferences. The mean of 2.079 and SD of 1.262 implies that the respondents agreed that the company has a good brand name and we seek to keep it high as this attracts more customers.

The mean of 2.059 and SD of 1.239 showed that the respondents agreed that they have strong quality service control procedures and this provides us with a competitive edge leading to more revenue. Thus, since the overall mean is 2.029 it implies that the big number of respondents agreed that strategies of differentiation has effect on performance of pharmaceutical companies in Rwanda.

The results indicated that differentiation strategies affect performance of pharmaceutical companies which is supported by Mutinda and Mwasiaji (2018) who evidence that cost differentiation and focus methodologies had positive impact on performance. However, the same research's results also emphasized that differentiation strategy didn't significantly influence performance.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 6||Issue 5||Page 101-121||October||2022|
Email: info@stratfordjournals.org ISSN: 2616-8472

Table 8: Analysis of Pearson correlation between differentiation strategies and performance of pharmaceutical companies in Rwanda

		Sales revenue	Profitability	Market leadership
differentiation strategies	Pearson Correlation	.359**	.392**	.964**
	Sig. (2-tailed)	.000	.000	.000
	N	101	101	101

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

Source: Field Data (2022)

The results in Table 8 showed that differentiation strategies and sales revenue (r=0.359 and sig=0.000), and profitability (r=0.392 and sig=0.000) and market leadership (r=0.964 and sig=0.000) have significant and positive relationships because the calculated correlations are positive while the calculated significance level are under 0.01 level of significance. Thus, this implies that null hypothesis (H_{o3}) is rejected because differentiation strategies have affect positively and significantly performance of pharmaceutical companies in Rwanda.

The results of the current research revealed that differentiation strategies affect positively and significantly performance of pharmaceutical companies in Rwanda. However, the findings of the research of Mukeshimana, Nkechi and Jefferson (2019) found it otherwise because they found that differentiation have negative outcome on performance of organizations.

Table 9: Correlation analysis between competitive strategies and performance of pharmaceutical companies

		Sales Revenue	Profitability	Market leadership
Cost leadership strategies	Pearson Correlation	.296**	.815**	.428**
	Sig. (2-tailed)	.003	.000	.000
	N	101	101	101
Focus strategies	Pearson Correlation	.365**	.391**	.968**
	Sig. (2-tailed)	.000	.000	.000
	N	101	101	101
Differentiation strategies	Pearson Correlation	.359**	.392**	.964**
	Sig. (2-tailed)	.000	.000	.000
	N	101	101	101

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

Source: Field Data (2022)

The findings in Table 9 showed that cost leadership strategies and sales revenue (r=0.296 and sig=0.003), and profitability (r=0.815 and sig=0.000), and market leadership (r=0.428 and sig=0.000); between focus strategies and sales revenue (r=0.365 and sig=0.000), and profitability (r=0.391 and sig=0.000), market leadership (r=0.968 and sig=0.000); and between differentiation strategies and sales revenue (r=0.359 and sig=0.000), and profitability (r=0.392 and sig=0.000) and market leadership (r=0.964 and sig=0.000) because correlation

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 6||Issue 5||Page 101-121||October||2022|
Email: info@stratfordjournals.org ISSN: 2616-8472

is significant at the 0.01 level of significance. Thus, this implies that competitive strategies affect positively and significantly performance of pharmaceutical companies in Rwanda.

The results of the current research proving that competitive strategies affect positively and significantly performance of pharmaceutical companies in Rwanda are supported by the results of the research Banker, *et al.*, (2014) revealed that both differentiation and cost leadership competitive strategies have optimistic impact on organizational performance.

Table 10: Model summary of competitive strategies and sales revenue

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822[a]	.676	.666	.71707

a. Predictors: (Constant), cost leadership strategies, focus strategies, differentiation strategies

Source: Field Data (2022)

The results in Table 10 revealed a regression coefficient of 0.822, regression square of 0.676, adjusted regression square of 0.666 and 0.71707 of standard error of the estimate. Thus, the 0.676 implies that a unit changes in predictors of competitive strategies known as cost leadership strategies, focus strategies and differentiation strategies affect 67.6% of progress in sales revenue of pharmaceutical companies in Rwanda.

Table 11: Analysis of Variance (ANOVA) of competitive strategies and sales revenue

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	104.085	3	34.695	67.476	.000[b]
Residual	49.876	97	.514		
Total	153.960	100			

a. Dependent Variable: Sale revenue

b. Predictors: (Constant), cost leadership strategies, focus strategies, differentiation strategies

Source: Field Data (2022)

The results in Table 11 shows sum of squares which is 104.085 for regression, 49.876 for residual and a total of 153.960; the degree of freedom of 3 for regression, 97 for residual and 100 for a total; the mean square of 34.695 for regression and 0.514 mean square for residual and the F value of 67.476 and calculated significance of 0.000. Thus, since calculated significance of 0.000 is lesser than 0.05 it implies that predictors of competitive strategies have positive and significant effect on sales revenue of pharmaceutical companies in Rwanda.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 6||Issue 5||Page 101-121||October||2022|
Email: info@stratfordjournals.org ISSN: 2616-8472

Table 12: Regression coefficients of competitive strategies and sales revenue

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.166	.174		.952	.343
Cost leadership strategies	.065	.062	.065	1.054	.004
Focus strategies	.744	.063	.764	11.822	.000
Differentiation strategies	.086	.071	.080	1.207	.030

a. Dependent Variable: sales revenue

Source: Field Data (2022)

The results in Table 12 shows unstandardized coefficients of 0.166 for constant with 0.343 calculated significance, 0.065 for cost leadership strategies with 0.004 calculated significance, 0.744 for focus strategies with calculated significance of 0.000, and 0.086 for differentiation strategies with 0.030 of calculated sig. The equation of regression $Y=\beta 0+\beta_1X_1+\beta_2X_2+\beta_3X_3$ turns to performance of pharmaceutical companies equals to 0.166 plus 0.065 times cost leadership strategies plus 0.744 times focus strategies and plus 0.086 times differentiation strategies. Therefore, this also implies that predictors of competitive strategies affect positive-significantly on sales revenue of pharmaceutical companies in Rwanda.

Table 13: Model summary of competitive strategies and profitability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.969[a]	.940	.938	.29666

a. Predictors: (Constant), cost leadership strategies, focus strategies, differentiation strategies

Source: Field Data (2022)

The findings in Table 13 of a regression coefficient of 0.969, regression square of 0.940, adjusted regression square of 0.938 and 0.2966 of standard error of the estimate. Thus, the 0.940 implies that a unit changes in predictors of competitive strategies known as cost leadership strategies, focus strategies and differentiation strategies affect 94.0 % of progress in profitability of pharmaceutical companies in Rwanda.

Table 14: Analysis of Variance (ANOVA) of competitive strategies and profitability

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	133.305	3	44.435	504.909	.000[b]
Residual	8.537	97	.088		
Total	141.842	100			

a. Dependent Variable: Profitability
b. Predictors: (Constant), cost leadership strategies, focus strategies, differentiation strategies

Source: Field Data (2022)

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 6||Issue 5||Page 101-121||October||2022|
Email: info@stratfordjournals.org ISSN: 2616-8472

The results in Table 14 shows sum of squares which is 133.305 for regression, 8.537 for residual and a total of 141.842; the degree of freedom of 3 for regression, 97 for residual and 100 for a total; the mean square of 44.435 for regression and 0. 088 mean square for residual and the F value of 504.909 and calculated significance of 0.000. Thus, since calculated significance of 0.000 is lesser than 0.05 it implies that predictors of competitive strategies have positive and significant effect on profitability of pharmaceutical companies in Rwanda.

Table 15: Regression coefficients of competitive strategies and profitability

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.002	.072		.028	.978
Cost leadership strategies	.046	.026	.048	1.811	.003
Focus strategies	.032	.026	.034	1.237	.019
Differentiation strategies	1.000	.029	.966	33.914	.000

a. Dependent Variable: Profitability

Source: Field Data (2022)

The results in Table 15 shows unstandardized coefficients of .002 for constant with 0.978 calculated significance, 0.046 for cost leadership strategies with 0.003 calculated significance, .032 for focus strategies with calculated significance of 0.019, and 1.000 for differentiation strategies with 0.000 calculated sig. Regression equation $Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3$ turns to performance of pharmaceutical companies equals to 0.002 plus 0.046 times cost leadership strategies plus 0.032 times focus strategies and plus 1.000 times differentiation strategies. Therefore, this also implies that predictors of competitive strategies have a positive significant effect on profitability of pharmaceutical companies in Rwanda.

Table 16: Model summary of competitive strategies and market leadership

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.966[a]	.932	.930	.31373

a. Dependent Variable: Market leadership

b. Predictors: (Constant), cost leadership strategies, focus strategies, differentiation strategies

Source: Field Data (2022)

The results in Table 16 revealed a regression coefficient of 0.966, regression square of 0.932, adjusted regression square of 0.930 and 0.31373 of standard error of the estimate. Thus, the 0.932 implies that a unit changes in predictors of competitive strategies known as cost leadership strategies, focus strategies and differentiation strategies affect 93.2 % of progress in market leadership of pharmaceutical companies in Rwanda.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 6||Issue 5||Page 101-121||October||2022|
Email: info@stratfordjournals.org ISSN: 2616-8472

Table 17: Analysis of Variance (ANOVA) of competitive strategies and market leadership

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	131.363	3	43.788	444.876	.000[b]
Residual	9.547	97	.098		
Total	140.911	100			

a. Dependent Variable: Market leadership
a. Dependent Variable: Sale revenue
b. Predictors: (Constant), cost leadership strategies, focus strategies, differentiation strategies

Source: Field Data (2022)

The results in Table 17 shows sum of squares which is 131.363 for regression, 9.547 for residual and a total of 140.911; the degree of freedom of 3 for regression, 97 for residual and 100 for a total; the mean square of 43.788 for regression and 0.98 mean square for residual and the F value of 444.876 and calculated significance of 0.000. Thus, since calculated significance of 0.000 is lesser than 0.05 it implies that predictors of competitive strategies have positive and significant effect on market leadership of pharmaceutical companies in Rwanda.

Table 18: Regression coefficients of competitive strategies and market leadership

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.029	.076		.382	.703
Cost leadership strategies	.041	.027	.043	1.501	.013
Focus strategies	.029	.028	.031	1.043	.003
Differentiation strategies	.993	.031	.963	31.857	.000

a. Dependent Variable: differentiation strategies

Source: Field Data (2022)

The results in Table 18 shows unstandardized coefficients of 0.029 for constant with 0.703 calculated significance, 0.041 for cost leadership strategies with 0.013 calculated significance, 0.029 for focus strategies with calculated significance of 0.003, and 0.993 for differentiation strategies with 0.000 of calculated significance. The regression model of $Y= \beta0 + \beta1X1 + \beta2X2 + \beta3X3 + \varepsilon$ becomes performance of pharmaceutical companies equals to 0.029 plus 0.041 times cost leadership strategies plus 0.029 times focus strategies and plus 0.993 times differentiation strategies. Therefore, this also implies that predictors of competitive strategies have a positive significant effect on market leadership of pharmaceutical companies in Rwanda.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 6||Issue 5||Page 101-121||October||2022|
Email: info@stratfordjournals.org ISSN: 2616-8472

Table 19: Summary of Research Hypotheses Testing decisions

Research Hypotheses	Correlation results	Regression results	Decision on Ho
Ho1: Cost leadership strategy does not have a significant effect on performance of pharmaceutical wholesaler companies in Kigali, Rwanda.	(r=0.296 and sig=0.000) at 0.01 level of significance	(b=0.065 and sig=.004) at 0.05 level of significance	Rejected
H02: Focus strategy does not have a significant effect on performance of pharmaceutical wholesaler companies in Kigali, Rwanda.	(r=0.391 and sig=0.000) at 0.01 level of significance	(b=0.744 and sig=.000) at 0.05 level of significance	Rejected
H03: Differentiation strategy does not have a significant effect on performance of pharmaceutical wholesaler companies in Kigali, Rwanda.	(r=0.964 and sig=0.000) at 0.01 level of significance	(b=0.086 and sig=.030) at 0.05 level of significance	Rejected

Source: Primary Data, 2022

The results in Table 19 present the summarized correlation and regression analysis results that made the researcher to take decision of rejecting the null hypotheses and accept the alternatives because cost leadership, focus and differentiation strategies have positive and significant effect on performance of pharmaceutical companies in Rwanda.

4.3 Discussion of findings

The descriptive results of first objective agreed that cost leadership affects performance of pharmaceutical companies in Rwanda which implies the Ho1 was rejected. Thus, the descriptive results of this current research is supported by the results of the research of Kharub and Sharma (2019) who revealed that cost leadership affects firm performance as it does on quality management.

The inferential statistics results found by the correlation analysis have revealed that strategies of cost of leadership is positive and significant correlation with performance of pharmaceutical companies which was supported by Alice, *et al.,* (2018) by showing a positive and significant effect cost leadership tactics on financial returns of logistic firms in Kenya.

The descriptive statistics results of the second objective regarding focus strategies and performance of pharmaceutical companies in Rwanda demonstrated that a big number of respondents agreed that focus strategies affect performance of pharmaceutical companies. These results are supported by the findings of the research of Mukeshima, Nkechi and Jefferson (2018) who proved that focus strategy through pricing, costing and service quality strategies affect positively and significantly organizational performance.

The correlation analysis results of the second objective proved that focus strategies demonstrated positive effect and significant to pharmaceutical companies performance in Rwanda. These results are supported by the findings of the research of Ogollah, *et al.,* (2018) because their findings revealed that focus strategy improved performance of financial

institution because focus strategy showed positive effect and significant to performance of firms.

The descriptive results of the third objective of the research which indicated that respondents strongly agreed that differentiation strategies has an effect on performance of pharmaceutical companies and it is supported by Mutinda and Mwasiaji (2018) who evidence that cost differentiation and focus methodologies had positive impact on performance. However, the same research's results also emphasized that differentiation strategy didn't significantly influence performance.

The results of the current research revealed significant and positive effect of strategies of differentiation on pharmaceutical companies performance in Rwanda. However, the findings of the research of Mukeshimana, Nkechi and Jefferson (2019) found it otherwise because they found that differentiation have negative outcome on performance of organizations. The results of the current research proving strategies of differentiation has effect which is positive and significant on pharmaceutical companies performance in Rwanda are supported by the results of the research Banker, *et al.,* (2014) revealed that both differentiation and cost leadership competitive strategies have optimistic impact on organizational performance.

5.2 Conclusion

In conclusion, the results regarding the objective focusing on cost leadership and performance as the first objective found that cost leadership has an effect on performance of pharmaceutical companies in Kigali and it is supported by the inferential results which proved a positive and significant effect of cost leadership on performance of pharmaceutical companies in Kigali, Rwanda.

The findings of the objective two which focused on focus strategies and performance of pharmaceutical companies demonstrated that focus strategies have a positive and significant effect on performance of pharmaceutical companies in Rwanda because the big number of respondents agreed so from the descriptive results while the inferential findings supported the same results.

Therefore, the findings of objective three showed that differentiation strategies have a positive and significant relationship on performance of pharmaceutical companies in Rwanda which is the perception of the big number of the respondents. The same results were supported by the correlation results which showed that differentiation strategies have significant and positive effect on performance of pharmaceutical companies in Rwanda. .

5.3 Acknowledgement

With immense gratitude and joy, I acknowledge God for His grace. I can never forget to acknowledge the contribution of the management of pharmaceutical companies in Kigali who have been the source of the information used in this research. My appreciations also go to Mount Kenya University staff who direct or indirectly contributed to my studies especially my Lecturers who helped to be able to gain the logical and analysis capacity which helped to come up with this research. Thank you all!

References

Abdul, H. A. (2021). Focus Strategy. Retrieved July 26, 2021, from Marketing Tutor.net: https://www.marketingtutor.net/focus-strategy/

Abutabenjeh, S. J. (2018). Clarification of research design, research methods, and research methodology: A guide for public administration researchers and practitioners. *Science and Educatio*n.

Ahmadi, S. A. A., Salamzadeh, Y., Daraei, M. & Akbari, T. (2012). Relationship between organizational culture and strategy implementation: Typologies and dimensions. *International Journal of Global Business and Management Research*, 4(3), 286-299).

Alice B., C., Francis, O., & Jennifer, M. (2018). Effect of cost leadership strategy on organization performance of logistics firms at Jomo Kenyatta international Airport, Kenya. *Zenodo*.

Banker, R., Mashruwala, & Tripathy, A. (2014). Does a differentiation strategy lead to more sustainable financial performance than a cost leadership strategy? *Management Decision*, 52(5), 872-896.

Barney, J. (1991). Firm Resources and sustained competitive advantage. *Journal of management,* 17, 99-120.

Bernard, J., Emeritus, P., Honoris, C., & Lausanne. (2020). Retrieved June 29, 2021, from ECOFINE: https://www.ecofine.com/strategy/CostLeadership.htm

Bimenyimana, A. (2018). Competitive strategy implementation and organisational performance in Rwanda; A case of Bralirwa Ltd. Rwanda.

Bojewar, S. (2021). Definition of cost leadership. *The economic Times*.

Burnes, B. (2000). A strategic Approach to Organizational Dynamic. Pearson Education Limited, 623.

Carol, M. K. (2021). Product Differentiation. Retrieved July 26, 2021, from Investopedia: https://www.investopedia.com/terms/p/product_differentiation.asp

Chepng'etich, E., & Kimencu, L. (2018). Competitive strategies and performance of mobile service providers in Nairobi, Kenya. *International Journal of contemporary Aspects in Strategic Management* (IJCASM), 45-58.

Creswell, J. W., & Poth, C. N. (2018). Qualitative inquiry & research design: Choosing among five approaches (4th ed.). Thousand Oaks, CA: Sage.

Dangelico, R. M. (2017). A sustainability-oriented dynamic capability perspective, Business Strategy and the Environment. In Green Product innovation in manufacturing firms (pp. 490-506.).

Fatti, A., & Du Toit, A. (2013). Competitive intelligence in the South African pharmaceutical industry. *Journal of Intelligence Studies in Business*, 5-14.

Food Drug Authority (2021). List of Licensed Human Retails Pharmacies. FDA, Kigali, Rwanda.

Gitura, M. (2017). Local pharmaceutical industry ripe for new entrants. The New times.

Heath, J. (2013). The Uses & Abuses of Agency Theory. *Business Ethics Quarterly*, 19(4), 497-528

HeathKnwoldge. (2016). Principles of making inferences from a sample to a population. Retrieved from https://www.healthknowledge.org.uk/public-health-textbook/research-methods/1b-statistical-methods/pmisp

Herve, d. R. (2021). What is business performance. Retrieved July 26, 2021, from Primeum: https://www.primeum.com/en/blog/definition-what-is-business-performance

Hilman, H., & Kaliappen, N. (2014). Do cost leadership strategy and process innovation Influence the performance of Malaysia hotel industry. *Asian Social Science*, 10(10), 134-141.

Innocent T, U. T., Kule, J. W., & Mbabazi, M. (2017). Effect of competitive strategy on financial performance of manufacturing companies in Rwanda: A case of Bralirwa. *International journal of management and commercial Innovations*, 198-218.

Isaboke, S. N. (2018). Competitive strategies and performance of micro and small entreprises in Nairobi County, Kenya. Kenyatta University Institution repository.

Jay, B. B. (1996). The resource-based theory of the firm. Informs PubsOnline, 7.

John, A., & Richard, B. R. (1997). Strategic Management: Formulation, Implementation, and Control. In A. John, & B. R. Richard, *Strategic management*.

Julius, D. O., & Shadrack, B. (2017). Competitive strategies and performance of organizations in the pharmaceutical. *International Academic Journal of Human Resource and Business Administration*, 2, 156-173.

Kharub, M., & Sharma, R. (2019). The relaCost leadership competitive strategy and firm performance: A mediating role of quality management. *Journal of Manufacturing Technology Management*, 30(6), 920-936.

Krueger, J. (2014). Affordances and the musically extended mind. *Frontiers in psychology*, 4(2), 1003-1017.

Luqman, O., Abimbola, O. W., James, O. R., & Richard, J. (2017). Relationship between competitive strategies and construction organization performance. *Research gate*, 2340-2366.

Mohajan, H. (2017). Two criteria for good measurement in research: Validity and reliability, MPRA.

Mukeshimana, A., Nkechi, E. I., & Jefferson, O. H. (2019). Effect of strategic positioning on Organizational performance of independent power producers in Rwanda: A case study of selected IPPs. *Journal of business and management*, 4.

Mustapha, N., Islami, X., & Latkovikj , M. T. (2020). Linking Porter's generic strategies to firm performance. *Future Business Journal*, 6(3), 14-23.

Mutinda, C. K., & Mwasiaji, E. (2018). Competitive strategies and performance of family owned supermarkets in Machakos County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(3), 31-51.

Nimusima, P., Karuhanga, N., Dative, M., Gasana, C., Charity, K., & Labson, T. (2020). Assessing the role of positioning strategy on market performance of soft drink manufacturing enterprises (SDMES) in Rwanda. *Springer nature*.

Njiru, J. N. (2015). Effects of competitive strategies on performance of express connections limited in Kenya (MBA Thesis).

Ogollah, D., Paul, W. K., Gladys, R., & Willy, M. (2018). Effect of customer focus strategy on the performance of SACCOs in Kenya. *Research gate*.

Orlando, L. R., Alexandra, F., & Ruben, F. O. (2018). Key drivers of SMEs export performance: The mediating effect of competitive advantage. *Journal of knowledge management.*

Rwanda Food and Drug Authorities. (2021). Rwanda's pharmaceutical and healthcare markets to post modest growth over medium term. Kigali, Rwanda.

Samar, R. (2017). Research design: A Systematic Review of Research Paradigms, Sampling Issues and Instruments Development. *Research gate*.

Sarah, L. (2015, April 2). Qualitative Inquiry and Research Design: Choosing Among Five Approaches. *Sage Journals*.

Serfontein, J.J. (2010). The impact of strategic leadership on the operational strategy and performance of business organizations in South Africa. Thesis of PhD in Business Management at University of Stellenbosch.

Shapiro, S., (2015). Agency Theory. *Annual Review of Sociology*, 31 (1), 263-284

Striteska, M., Spickova, M., (2012). Review and comparison of performance measurement systems, *Journal of organizational management studies*, 2012(114900), 1-10.

Scholastique, R., Patrick, M., & Jaya, S. (2018). Effect of competitive strategies on the performance of hotels industry in Rwanda: A case study of KIgali Mariott Hotel. *International Journal of management and commerce Innovations*, 913-921.

Taghipour, M., Barzegar, P., Mahboobi, M., & Mohammadi, S. (2020). Investigating the Relationship between competitive strategies and corporates performance - case study: Parsian banks. *Journal of Management*, 3(4),13-28.

Theogene, U., Hashim, T. H., Jean Damascene, K., Jean Claude, M., Jackson, D., Blaise, N. (2021). Drug supply situation in Rwanda during COVID-19: issues, efforts and challenges. *Journal of pharmaceutical policy and practice*.

Umar, F. (2018, November). What is competitive strategy? Retrieved July 2021, from Marketing tutor.et: https://www.marketingtutor.net/what-is-competitive-strategy/

Yamane, T. (1967). Statistics, An introductory analysis. Harper and row.

Zailinawati, A. H., Schattner, P., & Mazza, D. (2006). Doing A Pilot Study: Why Is It Essential? *Malaysian Family physician*, 1(2-3):70-73.