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Generic Strategies and Performance of Selected Fashion Companies in Nairobi City County, Kenya

[1]Patrick Matere Otera & [2]Dr. Njeri Njuguna, PhD
[1,2]Kenyatta University
Corresponding Email: mopnow@gmail.com

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Abstract

The research aimed to determine how the performance of fashion companies affects generic strategies. Descriptive research methods were used to address the issue at hand as they relate to the fashion industry. Therefore, the target population of the study was 440 fashion firms that are operating in Nairobi Kenya. From each firm, 3 persons were selected who were the general manager, marketing manager, and finance manager were selected. The sample size was 108 managers of fashion companies in Nairobi City County who were selected using stratified random sampling. The key instrument for data collection was a semi-structured questionnaire. It analysed analyzed the data by computing descriptive statistics. Regressions were also examined. Statistical Package for Social Sciences (SPSS) software was used in data analysis. The information was shown using bar charts, pie charts, and frequency tables. The results showed that cost leadership strategy had a positive and significant effect on performance ($\beta=0.241$, $p=0.006$). Further outcomes showed that differentiation strategy had a positive and significant effect on performance ($\beta=0.249$, $p=0.005$). Outcomes further showed that focus strategy had a positive and significant effect on performance ($\beta=0.298$, $p=0.001$). Further outcomes showed that differentiation strategy had a positive and significant effect on performance ($\beta=0.302$, $p=0.005$). It is recommended for fashion companies to reduce their product prices to better cultivate customer loyalty. Fashion companies can also lower their prices to remain competitive in the market, which can help them do better overall. In the same sentence, most fashion companies may concentrate on regions with strong potential to boost performance. One of the instruments available to fashion companies for differentiating their goods and services is technology, which also lowers the cost of product diversification. Additionally, technology makes it easier for businesses to communicate with their target customers, which guarantees better service delivery methods as well as improved distribution and communication channels.

Keywords: *Generic strategies, cost leadership, differentiation, focus strategy and differentiation focus, performance*

1.0 Introduction

Performance, which is the effect of an establishment's energies, has a few components, including the definition of clear objectives, the time needed to achieve them, and the realization of efficiency and effectiveness. Cost leadership, product differentiation, and market emphasis are Porter's three primary generic business strategies (Mungai & Ogot, 2018). These strategies must be used by firms to build and defend their desired strategic position against rivals. A distinct competitive advantage within a narrower field of competition is the goal of each strategy employed by the company (Wanjogo & Muathe, 2022).

Developing a specific generic strategy for the organization is crucial. In the face of upcoming uncertainty, this aids the organization in achieving a specific competitive advantage over its rivals (Ishmael, 2019). After many years of vigorous progress and profitability, many businesses finally lose sight of their comparative advantages as they push for growth and seek divergence. As a result, most businesses now place a greater emphasis on gaining a competitive edge to deal with the market's competition (Firoz et al., 2019).

Following the worldwide economic downturn, the garment and fashion industry has been battling several difficulties. Reduced manufacturing lead time is a new source of competitive advantage in today's global economy when rising costs for raw materials and labor threaten companies' bottom lines (Aziz et al., 2019). Fast fashion labels have become gradually significant to the global success of the apparel industry in last few decades, thanks to rising customer demand. Fast fashion, an industry-wide rapid-response initiative, has been widely adopted by major players in the retail segment. New trends, quicker product cycles, and more efficient and less expensive manufacturing define fast fashion.

Small numbers of major multi-label shops with several locations dominate the clothes retail market across much of Africa. These retail establishments source their apparel from wholesalers whose brand names are produced by sizable domestic textile and apparel producers. Some of these retailers continue to develop, but they face tough competition from upstarts using the fast fashion business model and referred to as fashion boutiques. Kenya is making modest inroads into the international clothing industry, but it still lags far behind many of its rival countries. For this reason, the Kenyan government's Ministry of Industrialization and Enterprise Development (MOIED) is focusing on removing the major obstacles to competitiveness in the textile and clothing industry. This tactic is a component of the plan. Kenyan textile and clothing producers are at a disadvantage in the global market due to several factors, many of which are related to the high cost of doing business in Kenya compared to other nations.

1.1 Problem Statement

Organizations are operating their business in a turbulent environment greatly affected by internal functions of the firm, ever-changing technology, and global and local competitive forces among others, and this affects their performance (Knezović & Hamur, 2022). Fashion Companies in Nairobi are not left out in this set-up since these competitive forces and the environment dynamics are greatly affecting their operations and hence performance. In Nairobi County, more than 50 fashion firms closed down in the year 2021 while over 87 fashion firms closed down in the year 2023 due to increasing amounts of losses. In addition, in the year 2022 over 30% of the firms in Nairobi County recorded declining profits while over 15% of the fashion firms recorded losses from the previous year (Kenya Fashion Council Report, 2022).

The challenges that fashion companies face when trying to attain organizational performance and the knowledge gaps in terms of context, concept, and methodology, create gaps that need to be filled. By examining the effects of generic strategies on the organizational performance of chosen fashion enterprises in Nairobi City County, Kenya. This study tried to close the gap.

1.2 Objectives of the Study

The primary aim of this study was to investigate how generic methods affect the success of particular fashion enterprises in Nairobi, Kenya.

The specific objectives guiding the study included:

i. To determine the effect of cost leadership strategy on the performance of selected fashion companies in Nairobi City County, Kenya.
ii. To establish the effect of differentiation strategy on the performance of selected fashion companies in Nairobi City County, Kenya.
iii. To evaluate the effect of cost-focus strategy on the performance of selected fashion companies in Nairobi City County, Kenya.
iv. To examine the effect of differentiation focus strategy on the performance of selected fashion companies in Nairobi City County, Kenya.

2.0 Literature Review

2.1 Theoretical Framework

The two main models which served as the basis for the investigation were Porter's generic strategies model and the balanced scorecard model.

2.1.1 Porter's Generic Strategies Model

Porter (1980) was the one who came up with the idea for this model, which describes how businesses obtain a competitive superiority over other market players operating in the same industry or sector of the economy by using generic methods. The generic strategies cover cost leadership which aims at reducing the cost of operations; differentiation strategy which covers the development of new products and new inventions and innovations to be unique; the focus strategy is about concentrating on a specific target market where all resources are geared to one area and differentiation focus done by segmenting the market and focusing on a specific segment with marketing activities and materials. An organization can choose to use one or two strategies to increase performance.

For one to gain an edge in the marketplace, Porter (2008) grouped general techniques that may be used separately into coherent frameworks. Therefore, businesses must decide which of the three broad tactics they will employ to acquire an advantage in the market (Pulaj, Kume & Cipi, 2015). An organization should select and concentrate on one strategy as opposed to dividing its efforts and resources into all the generic strategies since the goal is the same: to enhance organizational performance. According to Gurău (2007), the application of these generic strategies can lead to gaining and sustaining good performance through high resource turnover, efficient investment, and better and timely innovations. The management in an organization should be able to choose to attain competitiveness through cost advantage, differentiation, or strategic focus since the application can either be defensive or offensive.

The model informs the variables based on its focus on cost leadership and differentiation that can be utilized to assess organizational performance. Companies that pursue cost leadership strive to have the lowest production costs in their field. Where a company finds a lower price point might come from different places, depending on how the relevant market is organized. Scale economies, unique technologies, privileged access to primary resources, and other variables may all play a role. Low-cost producers need to find and use every viable way to cut costs to enhance performance. A firm that achieves and sustains total cost leadership will outperform its competitors so long as it can keep its prices at or near the industry average. If you would like your company to stand out from the crowd, you may use a differentiation strategy to highlight the qualities that consumers care most about. Concentrating on the needs of a certain market means focusing on the aspects that customers care most about. Its one-of-a-kind characteristics, however, come at a heftier price.

The model was utilized in the study as it shows which strategy to pick in trying to enhance organizational performance, hence the model is ideal for informing the fashion companies in Nairobi on the cost leadership, differentiation, and focus strategies that they can use to enhance organizational performance.

2.1.2 Balanced Scorecard Model

Kaplan and Norton, in their 1992 article for the Harvard Business Review, developed a framework for Balanced Scorecard Model. Their primary goal in doing so was to understand why lagging indications were causing so much trouble for firms, particularly in terms of performance (Kaplan &Norton, 1992). Thus, the authors developed a model that encourages harmony between four essential points of view inside a company to discover the most effective methods of assisting businesses in attaining their goals (Kaplan, 2009).

In their investigation of organizational difficulties, the authors discovered that certain managers had trouble prioritizing different tactics (Chen, Hsu & Tzeng, 2011). There is often a range of opinions, with some emphasizing the importance of financial strategies while others stress the priority of optimizing internal processes first (Kaplan, 2009). Their research, however, led them to conclude that successful businesses employ several different tactics to achieve their goals (Bento, Bento & White, 2013).

This theory investigates all aspects of an organization and majors in four perspectives namely learning & growth, customer focus, business processes, and financial perspective. The financial viewpoint investigates the issues of how stakeholders view an organization and how attractive it is to merit an investment by the shareholders. Learning and growth handle the question of areas an organization can innovate and give better services to consumers. Customer perspective is key as it concerns itself with the customer perception toward an organization. Finally, business processes focus on internal realignments that companies must focus on to enhance their organizational performance.

The balance scorecard takes into account the four financial views that are fundamental to evaluating a comprehensive picture of bank performance and long-term sustainable growth. A balanced scorecard helps an organization to align the needed skills and competencies required to serve the objectives and purposes effectively and efficiently. It highlights the need to utilize both monetary and non-monetary key performance gages, which are essential to the health of banks and provide managers with all the information they need to concentrate on achieving the bank's objectives (Beiman, 2009).

The model was applicable based on its ability to establish organizational performance and areas that require improvements. It gives a framework that fashion companies can use to evaluate their performance and identify areas of concern. The model also exposes the value of having a flexible scorecard, the use of innovative technologies for the innovation of new products that gives a corporation the ability to differentiate their products and in so doing can enhance their performance.

2.2 Empirical Review

Kimiti, Muathe, and Murigi (2020) in the study nexus between cost leadership strategy and milk processing firms’ performance. The milk processing firms suffer challenges in terms of their performance since their processing is associated with prohibitive costs, low-profit margins, reduced outputs and eventually the collapse of some of the industry players. This study then explores the linkage between cost leadership and the success of the firms and collected data from 168 milk processing firms and found out that cost leadership strategy positively and significantly affected the performance of milk processing firms in Kenya. The study makes recommendations for milk processing firms to adopt a cost leadership strategy through the key elements to continue improving their performance through cost-cutting measures. The study created conceptual gaps as it focused on milk processing firms.

In their investigation, Mohamed et al. (2019) concentrated on the impact of the cost leadership strategy on the productivity of medium-scale miners in Kenya. Porter's Generic Strategies served as an inspiration for the study, which included 502 miners from 22 registered groups and 13 businesses engaged in medium-scale mining in the area. The findings demonstrated that MSMs in the area who adopted the cost leadership strategy saw decreased operating expenses, enhanced output levels, and elevated profitability. Therefore, rather than focusing just on cost reduction, it is advised that MSMs adopt the more advantageous cost per unit of input strategy. The study focused on only one generic strategy which was cost leadership thus showing a conceptual gap.

Ngala and Patricia (2019) looked at long-distance bus companies and explored how differentiation strategy can impact their performance, showing the importance of safe transportation to the growth and development of the Kenyan economy. The transport sector allows for the movement of products and people for trade and other functions and where distances are long at least three hundred (300) kilometers and above, then bus transport is the ideal form. For long distances, travelers need comfort, but this is not the case due to poorly maintained buses, poor ventilation, inferior quality of seats and spacing over-crowding of passengers, and over-packing of goods. The bus services that can keep attracting customers are those that deviate from the above elements and seek differentiation strategies to offer unique services as compared to other players. The outcomes opined that differentiation strategy using safety, comfort, and reliability strategies led to high performance for these long-distance bus companies. The performance was measured using elements of the balanced scorecard and on safety in transport, it was a multi-sector element that all players must be on board. The study created methodological gaps as primary data was collected from only 3 managers in each of the companies and thus more representation of the sector players should be included; conceptually differentiation strategy was the only generic strategy that was investigated in the study.

Kireru, Ombui, and Omwenga (2016) specifically looked at the case of equity banks. The only way to achieve product differentiation is by offering valued variation in the physical products to the customers. The bank can attain product differentiation by identifying changing customer needs and preferences, innovatively designing new products for the satisfaction of customer needs, and delivering high-quality customer support and service. Equity Bank has invested and engaged in product development and design such that this study will establish how these adopted product differentiation strategies can lead to a competitive advantage for the bank. The researcher collected information from one hundred supervisory staff at the Equity Bank headquarters which is a sample from the two hundred supervisors in the bank. From the findings, product process differentiation adopted by the Equity bank included observable features like size, shape, colour, weight, design, material, and technology that aided the bank in gaining a competitive edge over other financial institutions in the country. Expansion of literature is recommended for filling the gaps by linking differentiation strategy to organizational performance in other companies and sectors of the economy; like in this case the fashion companies in Nairobi County.

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2.3 Conceptual Framework

The connection between dependent and independent variables serves as the basis for figuring out predicted results. There are many variables, each of which might have multiple values depending on the context in which it is used (Dodge, 2014).

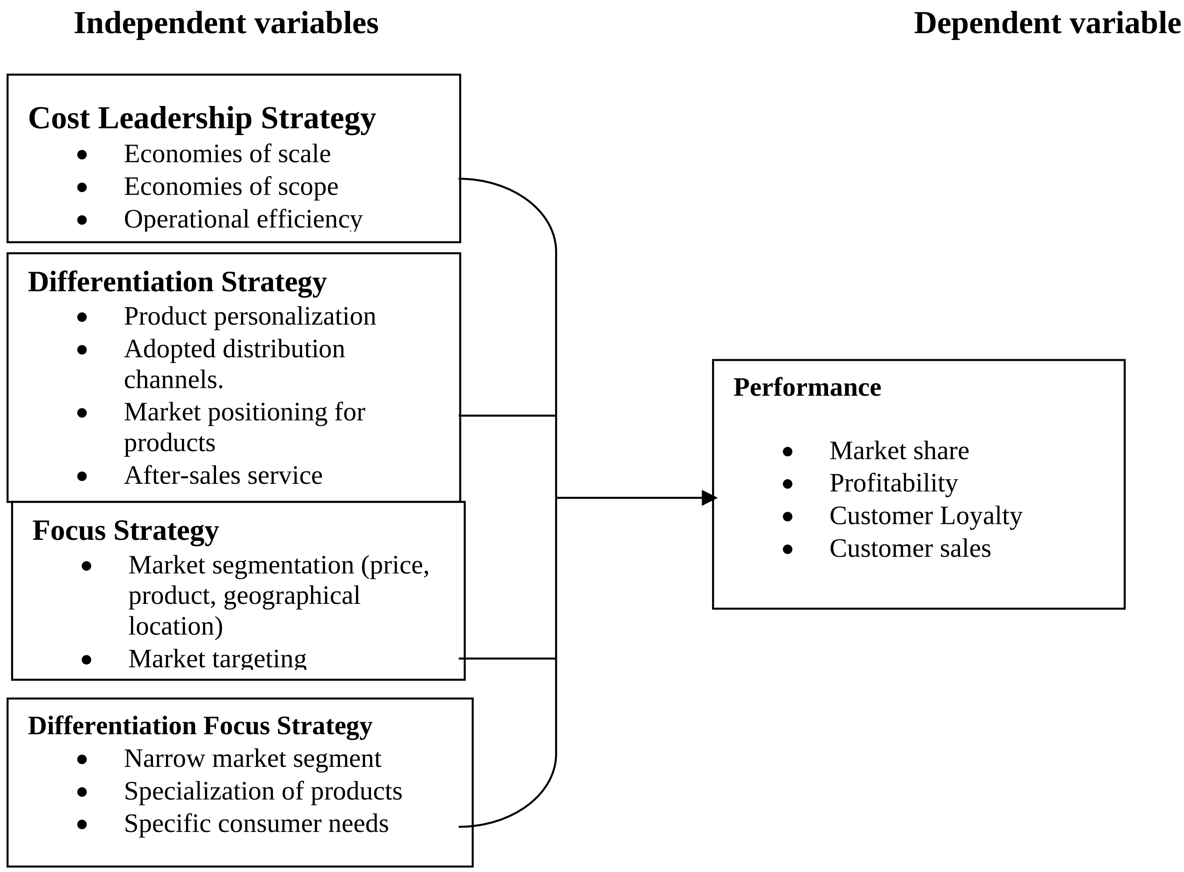

Figure 1: Conceptual Framework

3.0 Methodology

A descriptive research design was used in the study. This method was selected because it provided the researcher with the tools necessary to account for and characterize all relevant variables and circumstances. The target population of the investigation was 440 fashion firms that are operating in Nairobi Kenya. The study used stratified random sampling to sample 108 managers of fashion companies in Nairobi City County. Primary data from semi-structured surveys was used in the study. For analysis, the collected data was cleaned, edited, coded, and processed using Statistical Package for Social Sciences (SPSS) software. The analysis combined both descriptive and inferential. Inferential statistics was utilized to assess the impact of independent factors on the dependent variable through the application of correlation and multiple regression analysis techniques. Content Analysis was used to analyze qualitative data.

4.0 Results and Discussion

4.1 Descriptive Analysis

Descriptive statistics for both independent and dependent variables were presented.

4.1.1 Cost Leadership Strategy

Finding out how the cost leadership strategy affected the performance of particular fashion enterprises in Nairobi City County, Kenya, was the first goal.

Table 1: Descriptive for Cost Leadership Strategy

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std.Dev
We have minimized the cost of operation and production	39.50%	23.70%	11.80%	15.80%	9.20%	2.32	1.38
Our business offers competitive prices compared to other players in the market	10.50%	13.20%	17.10%	35.50%	23.70%	3.49	1.28
Our profitability is highly influenced by our competitive prices	10.50%	1.30%	28.90%	32.90%	26.30%	3.63	1.20
We have higher-than-average profitability in the fashion industry	55.30%	11.80%	7.90%	15.80%	9.20%	2.12	1.45
Our business is perceived as the price leader in the market	3.90%	7.90%	3.90%	44.70%	39.50%	4.08	1.06
We aim to produce products whose features are all acceptable to clients	2.60%	6.60%	5.30%	48.70%	36.80%	4.11	0.96

Results opined that most of those surveyed who were 63.2% diswere in concurrence with the assertion that have minimized the cost of operation and production (mean=2.32, std.dev=1.38). It can therefore be deduced that the cost of operation in most fashion firms was high. Results further opined that 63.2 of those surveyed who were 63.2% were in concurrence with the assertion that their business offers competitive prices compared to other players in the market (mean=3.49, std.dev=1.28). It can therefore be deduced that most fashion firms were able to offer better prices as compared to their competitors. Further outcomes displayed that most of those surveyed who were 59.2% were in concurrence with the assertion that their profitability is highly influenced by their competitive prices (mean=3.63, std.dev=1.20). It can therefore be deduced that the profits of the fashion firms were highly influenced by the prices of the products. Results further opined that most of those surveyed who were 67.1% diswere in concurrence with the assertion that they had higher-than-average profitability in the fashion industry (mean=2.12, std.dev=1.45).

Outcomes further opined that most of those surveyed who were 84.2% were in concurrence with the assertion that their business was perceived as the price leader in the market (mean=4.08, std.dev=1.06). It can therefore be deduced that most fashion firms offered favorable prices. Further results opined that most of those surveyed who were 85.5% were in

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concurrence with the assertion that they aim to produce products whose features are all acceptable to clients (mean=4.11, std.dev=0.96). It can therefore be deduced that the fashion firms were able to take care of the customers' needs.

4.1.2 Differentiation Strategy

Determining the impact of differentiation strategy on the performance of particular fashion enterprises in Nairobi City County, Kenya, was the second goal.

Table 2: Descriptive for Differentiation Strategy

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	std. dev
Our business focuses on unique and innovative product designs.	9.20%	14.50%	6.60%	34.20%	35.50%	3.72	1.33
Our Brand Image and reputation play an important role in shaping our decisions	5.30%	10.50%	3.90%	32.90%	47.40%	4.07	1.19
We charge a premium price for our products	6.60%	13.20%	6.60%	39.50%	34.20%	3.82	1.23
Our products are made of high-quality materials and high craftsmanship	44.70%	14.50%	17.10%	19.70%	3.90%	2.24	1.32
We have improved product features and specifications	1.30%	2.60%	2.60%	47.40%	46.10%	4.34	0.78

The results demonstrated that the bulk of those surveyed who were 69.7% were in concurrence with the assertion that their business focuses on unique and innovative product designs. (Mean=3.72, std.dev=1.33). It can therefore be deduced that most fashion firms were innovative. Results opined that most of those surveyed who were 80.3% were in concurrence with the assertion that their brand image and reputation played an important role in shaping their decisions (mean=4.07, std.dev=1.19). It can therefore be deduced that most fashion have built a good company image which helped them while making their decisions. Further outcomes opined that most of those surveyed who were 73.3% were in concurrence with the assertion that they charged a premium price for their products (mean=3.82, std.dev=1.23). It can therefore be deduced that most fashion firms charge a premium price for their products. Outcomes also opined that most of those surveyed who were 59.2% were not in agreement with the statement that their products were made of high-quality materials and high craftsmanship (mean=2.24, std.dev=1.32). It can therefore be deduced that most fashion firms had products that were of very high quality. Further outcomes opined that most of those surveyed who were 93.5% were in concurrence with the assertion that had improved product features and specifications (mean=4.34, std.dev=0.78). It can therefore be deduced that most fashion firms were deliberate about improving their products' features.

4.1.3 Focus Strategy

Determining the impact of the emphasis strategy on the performance of particular fashion enterprises in Nairobi City County, Kenya, was the third goal.

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Table 3: Descriptive for Focus Strategy

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	std. dev
Our Products are tailored for specific target market segment	10.50%	0.00%	3.90%	18.40%	67.10%	4.32	1.26
We have established a strong market presence and reputation in our market segment	6.60%	3.90%	10.50%	23.70%	55.30%	4.17	1.18
Our brand is well-recognized within our market segment	7.90%	2.60%	6.60%	19.70%	63.20%	4.28	1.21
We offer products to suit the unique specific needs of clients more than our competitors	9.20%	1.30%	7.90%	25.00%	56.60%	4.18	1.23
Our marketing efforts appeal to the specific preferences and needs of a specific market segment	5.30%	6.60%	6.60%	47.40%	34.20%	3.99	1.08

The investigation outcomes showed that most of the respondents who were 85.5% were in concurrence with the assertion that their products are tailored for specific target market segments (mean=4.32, std.dev=1.26). It can therefore be deduced that most fashion firms had a specific target market. Further results opined that most of those surveyed who were 79.9% were in concurrence with the assertion that they had established a strong market presence and reputation in our market segment (mean=4.17, std.dev=1.18). It can therefore be deduced that most fashion firms offer distinct products. Outcomes further opined that most of those surveyed who were 82.9% were in concurrence with the assertion that their brand was well-recognized within their market segment they had kept the size of the company smaller than their competitors (mean=4.28, std.dev=1.21). It can therefore be deduced that they had a brand that was well-known in the market. Further results opined that most of those surveyed who were 81.6% were in concurrence with the assertion that they offer products to suit the unique specific needs of clients more than our competitors (mean=4.18, std.dev=1.23). It can therefore be deduced that most fashion firms were not able to offer unique products that suit the specific needs of the customers. In addition, outcomes opined that most of those surveyed who were 81.6% were in concurrence with the assertion that their marketing efforts appeal to the specific preferences and needs of a specific market segment (mean=3.99, std.dev=1.08). It can therefore be deduced that most fashion firms sold products that were well-known to their customers.

4.1.4 Differentiation Focus Strategy

Finding out how the focus approach affected the success of particular fashion enterprises in Nairobi City County, Kenya, was the fourth goal.

Table 4: Descriptive for Differentiation Focus Strategy

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std.Dev
Our products target a specific niche market	5.30%	7.90%	5.30%	38.20%	43.40%	4.07	1.14
We offer highly specialized distinct fashion products	7.90%	13.20%	2.60%	28.90%	47.40%	3.95	1.33
We have kept the size of our company smaller than our competitors	7.90%	6.60%	9.20%	35.50%	40.80%	3.95	1.22
We offer distinguished and attractive products that are not being offered by other companies	1.30%	1.30%	0.00%	56.60%	40.80%	4.34	0.68
We have a unique brand image that is valued by clients	1.30%	5.30%	1.30%	47.40%	44.70%	4.29	0.85

The results opined that most of those surveyed who were 81.6% were in concurrence with the assertion that their products targeted a specific niche market (mean=4.07, std.dev=1.14). It can therefore be deduced that most fashion firms had a specific target market. Outcomes further showed that most of the respondents who were 76.3% were in concurrence with the assertion that they offered highly specialized distinct fashion products (mean=3.95, std.dev=1.33). It can therefore be deduced that most fashion firms offer distinct products. Further outcomes were clear that most of those surveyed who were 76.3% were in concurrence with the assertion that had kept the size of their company smaller than their competitors (mean=3.95, std.dev=1.22). Outcomes further showed that most of the respondents who were 97.4% were in concurrence with the assertion that they offered distinguished and attractive products that were not being offered by other companies (mean=4.34, std.dev=0.68). This inferred that most fashion firms concentrated on offering unique and attractive products to their customers Further outcomes were clear that most of those surveyed who were 92.1% were in concurrence with the assertion that they had a unique brand image that is valued by clients (mean=4.29, std.dev=0.85). This inferred that most fashion firms concentrated on offering unique to their customers.

4.1.5 Performance of Selected Fashion Companies

The dependent variable is a performance of selected fashion companies in Nairobi City County, Kenya.

Table 5: Descriptive for Performance of Selected Fashion Companies

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
Our organization has experienced growth	10.50%	2.60%	7.90%	32.90%	46.10%	4.01	1.27
The profit of the firm has been increasing	42.10%	11.80%	10.50%	14.50%	21.10%	2.61	1.63
We have improved our market share	9.20%	2.60%	27.60%	26.30%	34.20%	3.74	1.23
The sales volume of our products has improved	10.50%	15.80%	14.50%	30.30%	28.90%	3.51	1.34
We experience repeat customers quite often	0.00%	13.20%	17.10%	18.40%	51.30%	4.08	1.1
Our clients have admitted that the quality of our products has improved	0.00%	23.70%	18.40%	19.70%	38.20%	3.72	1.21

The results opined that most of those surveyed who were 79.0% were in concurrence with the assertion that their organization has experienced growth (mean=4.01, std.dev=1.27). This inferred that most fashion firms experienced improved growth. Further outcomes opined that most of those surveyed who were 53.9% were in concurrence with the assertion that the profit of the firm has been increasing (mean=2.61, std.dev=1.63). It can therefore be deduced that most fashion firms were recording declining profits. Outcomes also opined that most of those surveyed who were 60.5% were in concurrence with the assertion that they had improved their market share (mean=3.74, std.dev=1.23). It can therefore be deduced that most fashion firms in Nairobi had improved market share. Outcomes were also clear that most of those surveyed who were 59.2% were in concurrence with the assertion that the sales volume of their products has improved (mean=3.51, std.dev=1.34). It can therefore be deduced that most fashion firms have recorded increased sales volume. Further outcomes opined that most of those surveyed who were 57.9% were in concurrence with the assertion that their clients had admitted that the quality of their products had improved (mean=3.72, std.dev=1.21). It can therefore be deduced that most fashion firms shad improved their products' quality.

4.2 Regression Analysis Results

Regression analysis outcomes were displayed.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.877a	0.768	0.755	0.50305

The findings displayed in Table 6 demonstrated that generic strategies were determined to be adequate variables in determining fashion manufacturers' organizational success. This indicates that 76.8% of the variations in the dependent variable—the organizational performance of fashion firms—can be explained by generic techniques. The investigation outcomes had similarities with Abdolshah, Moghimi, and Khatibi (2018) outcomes opined that the differentiation strategy, the focus strategy, and the cost reduction strategy had all contributed to the Iranian banking industry's competitive advantage.

Table 7: Analysis of Variance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	59.641	4	14.91	58.92	.000b
Residual	17.967	71	0.253		
Total	77.609	75			

Table 7 indicated that generic strategies were a good predictor of organizational performance as represented by an F statistic of 58.92 and the reported p value of 0.000, which was less than the conventional probability of 0.05 significance level. This infers that the generic strategies have statistically noteworthy result on organizational performance of fashion firms in Kenya at a 95% confidence level. The investigation outcomes had similarity with Abdolshah, Moghimi, and Khatibi (2018) outcomes opined that the differentiation strategy, the focus strategy, and the cost reduction strategy had all contributed to the Iranian banking industry's competitive advantage

Regressions of coefficient results are presented in Table 8.

Table 8: Regression of Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.260	0.286		-0.907	0.367
cost leadership	0.241	0.086	0.231	2.812	0.006
Differentiation strategy	0.249	0.086	0.212	2.883	0.005
focus strategy	0.298	0.086	0.315	3.455	0.001
differentiation strategy	0.302	0.088	0.284	3.440	0.001

The outcomes opined that cost leadership strategy had a beneficial and noteworthy impact on organizational success (β=0.241, p=0.006). It can therefore be deduced that an upgrading in cost leadership strategy by one unit would lead to an improvement of performance of fashion firms by 0.241 units. Further outcomes showed that differentiation strategy had a beneficial and noteworthy impact on organizational success (β=0.249, p=0.005). It can therefore be deduced that an upgrading in differentiation strategy by one unit would lead to an improvement of performance of fashion firms by 0.249 units. Outcomes further showed that focus strategy had a beneficial and noteworthy impact on organizational success (β=0.298, p=0.001). It can therefore be deduced that an upgrading in focus strategy by one unit would lead to an improvement of performance of fashion firms by 0.298 units. Further outcomes showed that differentiation strategy had a beneficial and noteworthy impact on organizational success (β=0.302, p=0.005). It can therefore be deduced that an upgrading in differentiation strategy by one unit would lead to an improvement of performance of fashion firms by 0.302 units.

$Y = -0.260 + 0.241X_1 + 0.249X_2 + 0.298X_3 + 0.302X_4 + \varepsilon$

Where;

Y= organizational performance

X_1 –Cost Leadership Strategy

X_2– Differentiation Strategy

X_3–Focus Strategy

X_4– Differentiation Focus Strategy

ε_i – Error term

5.0 Conclusion

The study settled that cost leadership strategy had a beneficial and noteworthy impact on performance of fashion firms. This is seen when employing economies of scale and easy access to low-cost supplier sources, which lower production costs. The study also settled that differentiation strategy had a beneficial and noteworthy impact on performance of fashion firms. Notably, the differentiation strategy produced distinctive products that drew in more buyers, increasing sales and enhancing performance. The study also settled that focus strategy had a beneficial and noteworthy impact on performance of fashion firms. Increased sales and better performance were also a result of the cost focus strategy's cost reduction and segment-specific focus. Additionally, the differentiation emphasis strategy increased performance by increasing sales through the deployment of a unique product for a specific segment and unique packaging.

6.0 Recommendations

It is suggested for fashion companies to reduce their product prices to better cultivate customer loyalty. Fashion companies can also lower their prices to remain competitive in the market, which can help them do better overall. In the same sentence, most fashion companies may concentrate on regions with strong potential to boost performance. Fashion companies must prioritize economies of scale and secure low-cost suppliers to manufacture goods at a reduced cost. Additionally, to increase performance, fashion companies can concentrate on the differentiation strategy by developing unique products for certain market niches and distinctive packaging. One of the instruments available to fashion companies for differentiating their goods and services is technology, which also lowers the cost of product diversification. Fashion companies should be strongly urged to implement the focus strategy to advance their performance.

To anticipate what their consumers want, how they want it, when they want it, and most crucially, how they can solve it for them, the study advised fashion firms to learn as much as possible about their clientele. Finally, businesses may perform better by producing, storing, and transporting more things with ease when they have superior transportation and storage facilities.

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