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AN EMPIRICAL ANALYSIS ON STRATEGIC POSITIONING AND ORGANISATIONAL COMPETITIVENESS OF SELECTED COMMUNICATION MEDIA COMPANIES IN ABUJA

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Abstract

Despite the importance of strategic positioning in enhancing competitiveness, communication media companies in Abuja continue to struggle with sustaining a competitive edge, even with regulatory support from institutions like the Nigerian Communications Commission. This study investigated the effect of strategic positioning including cost leadership, market focus, and product differentiation on organizational competitiveness among selected communication media companies in Abuja, Nigeria, including Nigeria Television Authority, Daar Communications, Vanguard Media, and Federal Radio Corporation of Nigeria. Grounded in the Resource-Based View (RBV) theory, which posits that competitive advantage stems from valuable, rare, inimitable, and non-substitutable resources, the study examines how these strategic dimensions leverage internal capabilities to enhance firm performance. A descriptive cross-sectional design was employed, with data collected from 204 purposively sampled management and sales employees using a 5-point Likert scale questionnaire. Partial Least Square Structural Equation Modelling (PLS-SEM) was utilized to analyze relationships, with each construct measured by five indicators. Results indicate that cost leadership and market focus significantly enhance organizational competitiveness, while product differentiation shows an insignificant effect. It was recommended that the companies should implement automation to optimize cost leadership, leverage data analytics for targeted market focus, and foster collaborative innovation to achieve effective product differentiation, aligning internal resources with strategic goals to sustain competitive advantage across all dimensions. This study contributes to strategic management literature by validating RBV's applicability in the Nigerian media context.

Keywords: Strategic positioning, cost leadership, market focus, product differentiation, organizational competitiveness, Resource-Based View.

Introduction

Globally, the imperatives of organisational competitiveness in the communication media industry underscore the need for firms to innovate and respond to technological disruptions and consumer demands to maintain market leadership. Regionally in Africa, competitiveness is vital for overcoming infrastructure challenges and leveraging deregulation to foster growth in telecommunications and media sectors (Dube & Kabarere, 2018). In Nigeria, particularly in Abuja, organisational competitiveness is essential for navigating intense rivalry, regulatory complexities, and economic pressures, enabling firms to contribute to national development goals.

Strategic positioning involves deliberate decisions by organizations to establish a unique and valuable market stance relative to competitors, creating sustainable advantages through aligned activities and resources (Grant, 2021). The imperatives of strategic positioning lie in its ability to differentiate firms, enhance value delivery, and adapt to dynamic market conditions, which is crucial in competitive industries like communication media where rapid changes demand proactive strategies.

Scholars assert that cost leadership, a key dimension of strategic positioning, entails achieving the lowest industry costs while upholding quality to offer competitive pricing and attract price-sensitive segments (Ferrell et al., 2023; Josee et al., 2020). Market focus involves concentrating on specific niches or customer groups, tailoring offerings to meet their unique needs and building loyalty to minimize broader competition (Muniu, 2021; Nima, 2022). Product differentiation emphasizes developing unique products or services perceived as superior through innovation, branding, or features, allowing premium pricing and stronger brand equity (Pina & Dias, 2021; Rua & Santos, 2022).

The linkage between strategic positioning and organisational competitiveness involves how positioning strategies enable firms to leverage resources for superior performance. Effective strategic positioning through cost leadership, market focus, and product differentiation directly enhances competitiveness by creating barriers to entry, improving customer retention, and driving profitability in volatile markets (Rua & Santos 2022). Empirical evidence supports these dimensions' role in various sectors. For instance, in telecommunications, differentiation strategies have been linked to improved performance in African contexts (Kirabo et al., 2022). Similarly, cost leadership and focus have driven competitiveness in service industries (Kariuki et al., 2021).

Statement of the Problem

Firms in the communication industry are expected to leverage strategic positioning to create strong brand identity, enhance customer value, and achieve long-term competitive advantage. In Nigeria, regulatory reforms by institutions such as the Nigerian Communications Commission (NCC) have been aimed at enhancing strategic positioning through measures that promote healthy competition, consumer protection, and sector growth to drive telecommunications' contribution to GDP (Christian 2020). These reforms include updated guidelines for oversight, corporate governance, and licensing frameworks to foster innovation and accountability in the industry.

However, despite this favorable setting, this study has noticed with concern that Communication Media Companies in Abuja are struggling to sustain a competitive edge (Ogala, 2020; Ebere & Onuoha, 2022). This trend calls for an empirical study to investigate the cause-and-effect relationship that exists between the dimensions of strategic positioning and organizational competitiveness.

Moreover, previous studies such as Uboegbulam and Ajao (2022), Perez et al. (2020), Simiyu (2021) have all posited that strategic positioning forms a core goal of all organizations and that any firm that ignores it will experience decline in its average revenue. Despite this alarming indicator, few empirical studies have explored how specific dimensions of strategic positioning affect organizational competitiveness in Abuja, Nigeria. This study is, therefore, positioned to fill a critical knowledge and practice gap.

Objectives of the Study

The main objective of this study is to conduct an empirical analysis on strategic positioning and organisational competitiveness of selected communication media companies in Abuja. The specific objectives are to:

(i) Examine the effect of cost leadership on the organisational competitiveness of selected communication media companies in Abuja.
(ii) Assess the effect of market focus on the organisational competitiveness of selected communication media companies in Abuja.
(iii) Investigate the effect of product differentiation on the organisational competitiveness of selected communication media companies in Abuja.

Literature Review

Organisational Competitiveness

Organisational competitiveness is defined as a firm's ability to consistently outperform its rivals in critical performance metrics, including market share, profitability, customer satisfaction, and operational efficiency, by leveraging resources and adapting to external dynamics (Christian, 2020; Dixit et al., 2021). It is conceptualized as the outcome of strategic alignments that create sustainable competitive advantages, often through barriers to imitation that protect market position (Farida & Setiawan, 2022; Gonyora et al., 2021). Saqib (2020) further defines competitiveness as the capacity to deliver superior value to customers while maintaining cost efficiency and innovation, particularly in industries like communication media where brand presence and content delivery are pivotal (Gupta et al., 2020; Ndirangu & Owino, 2023).

From a theoretical perspective, organisational competitiveness is anchored in frameworks like the resource-based view, which emphasizes the role of unique resources and capabilities in achieving superior performance (Gerhart & Feng, 2021). Additionally, the

dynamic capabilities framework highlights the importance of a firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments (Klarner et al., 2021). In the communication media sector, competitiveness manifests through innovative content delivery, strong brand identity, and operational agility, enabling firms to capture market share and sustain growth (Chong & Ali, 2022).

Competitiveness is shaped by both internal and external factors. Internally, leadership capabilities, strategic thinking, and organizational culture drive performance, while externally, market conditions, regulatory frameworks, and technological advancements play significant roles (Chimwere et al., 2020; Mahdi et al., 2021). For instance, studies show that firms integrating strategic thinking with performance metrics achieve sustained growth (Flak & Głód, 2020; Prasanna et al., 2021). In the Nigerian context, repositioning strategies have been linked to enhanced performance in small and medium enterprises, underscoring the critical role of strategic alignment in fostering competitiveness (Ebere & Onuoha, 2022). In Abuja's communication media industry, competitiveness is particularly vital due to the sector's role in shaping public discourse and driving economic contributions, yet firms face challenges in maintaining a competitive edge amidst intense competition and infrastructural constraints.

Strategic Positioning

Strategic positioning refers to the deliberate choices organizations make to occupy a distinct and valuable place in the market relative to competitors, often through unique configurations of activities that deliver superior value (Grant, 2021; Lanzolla & Markides, 2021). It encompasses the strategic choices firms make to differentiate themselves by identifying and exploiting market opportunities that align with their strengths, thereby creating a competitive edge (Saqib, 2020). Conceptually, strategic positioning is about crafting a unique market identity that resonates with target audiences, enabling firms to stand out through tailored offerings or operational efficiencies (Adıgüzel, 2020). This approach allows firms to address consumer preferences and technological advancements, ensuring they remain relevant and profitable in a crowded media landscape.

Additionally, strategic positioning is defined as the process of aligning a firm's resources, capabilities, and market activities to create a defensible market position that delivers superior customer value while sustaining profitability (Chong & Ali, 2022). It involves not only selecting a specific market stance but also ensuring that all organizational elements such as content production, marketing strategies, and distribution channels are cohesively designed to reinforce that position, making it challenging for competitors to emulate (Katsikeas et al., 2020). By prioritizing customer-centric strategies and operational alignment, strategic positioning enables firms to build strong brand loyalty and achieve long-term success in a dynamic, technology-driven industry (Perez et al., 2020).

Cost Leadership

Cost leadership is a strategic approach where a firm seeks to become the lowest-cost producer in its industry while upholding acceptable quality, enabling it to offer competitive pricing that appeals to price-sensitive customers (Mahdi et al., 2021). This strategy emphasizes achieving operational efficiencies through streamlined processes and cost-effective resource management, allowing firms to undercut competitors' prices while maintaining profitability (Prasanna et al., 2021). By focusing on cost minimization, firms can attract a broad customer base, enhancing their market position through affordability (Nzabonimpa & Hakizimana, 2020).

The concept of cost leadership involves rigorous cost control across all business operations, including procurement, production, and distribution, to achieve a sustainable cost advantage (Karibo, 2020). Firms employing this strategy prioritize investments in technologies or practices that reduce per-unit costs, such as bulk purchasing or process automation, ensuring they can offer lower prices without sacrificing essential quality (Chimwere et al., 2020). This approach is particularly effective in markets where price is a primary driver of customer choice, enabling firms to gain a competitive edge through cost-driven value (Ngendahimana et al., 2024).

However, cost leadership requires careful management to avoid compromising quality, as excessive cost reductions may lead to diminished customer perceptions of value (Goundar, 2022). Firms must balance efficiency with reliability, ensuring that cost-saving measures enhance rather than undermine their market offerings (Kothari & Garg, 2014). By consistently delivering affordable products or services, cost leadership enables firms to establish a strong market presence and achieve sustained profitability through price-based competition (Jetir, 2019).

Market Focus

Market focus, also known as the focus strategy, involves targeting a specific market segment or niche and

designing offerings to meet its unique needs, thereby fostering customer loyalty and minimizing competition from broader market players (Klarner et al., 2021). This strategy centers on understanding the distinct preferences of a particular customer group, allowing firms to deliver specialized products or services that align closely with those needs (Gonyora et al., 2021). By concentrating on a narrow market, firms can create a tailored value proposition that enhances customer retention and brand affinity (Ministry of ICT and Continuous Improvement, Rwanda, 2018).

The market focus strategy requires detailed market analysis to identify underserved or specialized segments, enabling firms to customize their offerings to address specific demands (Lohrey, 2014). This could involve developing products or services with unique features or tailoring marketing efforts to resonate with the target group's values or preferences, thereby building a strong connection with customers (Davis & DeWitt, 2021). The approach is effective in markets where customers prioritize specialized offerings over generic alternatives, allowing firms to establish a defensible market position (Nzabonimpa & Hakizimana, 2020).

The strength of market focus lies in its ability to reduce competitive pressure by catering to a segment that larger competitors may overlook (Chimwere et al., 2020). However, it demands continuous adaptation to the evolving needs of the chosen niche to maintain relevance and customer satisfaction (Kothari & Garg, 2014). By delivering consistent, tailored value, market focus enables firms to achieve sustainable growth through strong customer relationships and loyalty within the targeted segment (Prasanna et al., 2021).

Product Differentiation

Product differentiation is defined as the strategy of developing products or services perceived as unique and superior through distinctive features, innovation, or branding, allowing firms to command premium pricing and build brand equity (Mahdi et al., 2021). This approach focuses on creating offerings that stand out by delivering unique benefits, such as enhanced quality, innovative design, or superior customer experiences, that resonate with customers (Gonyora et al., 2021). It aims to establish a distinctive market presence that fosters customer preference and strengthens brand loyalty (Ngendahimana et al., 2024).

The concept of product differentiation involves leveraging creativity, technology, or unique branding to create a perception of exclusivity or superior value (Karibo, 2020). Firms may invest in research and development, distinctive marketing campaigns, or enhanced service delivery to ensure their offerings are perceived as unmatched in the market (Klarner et al., 2021). This strategy allows firms to appeal to customers who value quality or uniqueness, enabling higher pricing and improved profitability (Jetir, 2019).

Sustaining product differentiation requires ongoing innovation to maintain a competitive edge, as competitors may attempt to replicate successful features (Lohrey, 2014). Firms must continually evolve their offerings to ensure they remain distinctive and relevant to customer expectations (Davis & DeWitt, 2021). By focusing on unique value creation, product differentiation enables firms to build a loyal customer base and achieve long-term market success through strong brand perception and customer preference (Kothari & Garg, 2014).

Empirical Review

Cost Leadership and Orgnisational Competitiveness

Karibo (2020) conducted a study with the objective of examining work line balancing and production efficiency in manufacturing firms in Rivers State, Nigeria, focusing on cost leadership as a strategy to enhance efficiency and performance. The sample size included 113 respondents from selected manufacturing firms. Data were collected through a structured questionnaire administered to employees involved in production processes. The study employed descriptive statistics and regression analysis to evaluate the relationship between work line balancing, a component of cost leadership, and production efficiency. Findings revealed that cost leadership, achieved through efficient work line balancing, significantly improved production efficiency by reducing operational costs and enhancing resource utilization, thereby contributing to overall firm performance. The study's is that its focus on manufacturing firms limits its applicability to other industries, and the relatively small sample size may not fully capture variations in cost leadership strategies across larger or more diverse organizational setting.

Prasanna et al. (2021) investigated the factors determining competitive strategic positions of SMEs in the agricultural sector in Sri Lanka, with a specific objective of assessing how cost leadership contributes to sustainable competitive advantage. The study utilized a sample of 300 SMEs, selected through stratified random sampling. Data were collected via structured interviews and questionnaires targeting SME managers. The researchers applied descriptive statistics, correlation analysis, and structural equation modeling to analyze the

data. The findings indicated that cost leadership, through optimized resource allocation and cost-efficient processes, positively influenced competitive positioning by enabling firms to offer lower prices, thereby enhancing market share and profitability. Critics argue that the study's exclusive concentration on agriculture narrows its broader relevance, while its cross-sectional design fails to capture the long-term impact of cost leadership on organizational performance.

Nzabonimpa and Hakizimana (2020) aimed to explore the role of regulatory frameworks in shaping competition in Rwanda's telecommunications sector, with an emphasis on cost leadership as a competitive strategy. The sample consisted of 150 stakeholders, including managers and regulators, from telecommunication firms. Data were collected through semi-structured interviews and document analysis of regulatory reports. The study used thematic analysis for qualitative data and descriptive statistics for quantitative data. Results showed that cost leadership, facilitated by regulatory support for cost-sharing arrangements like infrastructure sharing, significantly improved firms' ability to reduce operational costs and compete effectively in price-sensitive markets. A critique is that the study's focus on regulatory influences may overshadow internal organizational factors affecting cost leadership, and the sample size may not fully represent smaller firms or non-telecommunication sectors.

Market Focus and Orgnisational Competitiveness

Mahdi, et al (2021) examined strategic leadership capabilities and sustainable competitive advantage in private universities, with an objective to assess how market focus contributes to organizational performance. The study sampled 200 academic and administrative staff from selected private universities in Iraq. Data were collected using a structured questionnaire with Likert-scale items. The researchers employed multiple regression analysis and structural equation modeling to analyze the data. Findings revealed that market focus, by targeting specific student segments with tailored educational programs, significantly enhanced competitive advantage through increased enrollment and stakeholder satisfaction. A critique is that the study's focus on private universities limits its generalizability to other sectors, and the cross-sectional design may not capture dynamic changes in market focus strategies over time.

Gonyora et al. (2021) investigated open continuous improvement and strategic alignment for sustainable competitive advantage in the automotive supply chain in South Africa, with a focus on market focus as a competitive strategy. The sample included 250 respondents from automotive supply chain firms, selected through purposive sampling. Data collection involved semi-structured interviews and questionnaires. The study used content analysis for qualitative data and regression analysis for quantitative data. Results indicated that market focus, achieved by targeting specific customer segments with customized supply chain solutions, significantly improved firm performance by fostering customer loyalty and reducing competitive pressures. A critique is that the study's focus on the automotive supply chain may not translate directly to other industries, and the reliance on purposive sampling could introduce selection bias, limiting the representativeness of findings.

Ngendahimana et al. (2024) explored competitive positioning on the performance of microfinance institutions in Rwanda, with an objective to evaluate the impact of market focus strategies. The study sampled 180 employees and clients from microfinance institutions. Data were collected through questionnaires and focus group discussions. The researchers applied descriptive statistics, correlation, and regression analysis to assess relationships. Findings showed that market focus, by catering to specific low-income client segments with tailored financial products, significantly enhanced institutional performance through increased client retention and market share. A critique is that the study's focus on microfinance institutions may limit its applicability to larger or non-financial sectors, and the mixed-method approach may lack depth in qualitative insights due to limited focus group data.

Product Differentiation and Orgnisational Competitiveness

Ogala (2020) conducted a study to examine competitive advantage and organizational performance in selected firms in Delta State, Nigeria, with an objective to determine the effect of research and development (R&D) as a mechanism for product differentiation on firm performance. The sample consisted of 125 staff and customers from selected firms. Data were collected using a 12-item validated structured questionnaire. The study utilized correlation and multiple regression analysis to evaluate relationships. Findings indicated a strong positive relationship between R&D-driven product differentiation, resource availability, and firm performance, with R&D enabling the creation of unique products through expertise integration and strategic alliances, enhancing competitive positioning. The study's focus on selected firms in Delta State restricts its generalizability to other regions or industries, and the

emphasis on R&D may overlook other differentiation factors like branding or customer experience.

Josee, et al (2020) investigated differentiation strategies and organizational performance in Rwanda's independent power producers, aiming to assess how product differentiation impacts firm outcomes. The sample included 100 managers and employees from selected power producers. Data were collected through structured questionnaires and interviews. The study employed descriptive statistics and regression analysis to analyze the data. Findings revealed that product differentiation, achieved through innovative energy solutions and unique service offerings, significantly improved organizational performance by enhancing customer satisfaction and market positioning. The study's focus on the energy sector may limit its applicability to other industries, and the relatively small sample size may not fully capture the diversity of differentiation strategies across larger firms.

Ndirangu and Owino (2023) examined the effect of intangible resources on the competitive advantage of telecommunication firms in Kenya, with a focus on product differentiation through intangible assets like innovation and brand reputation. The sample comprised 200 employees from telecommunication firms. Data were collected using structured questionnaires with Likert-scale items. The study used correlation analysis and structural equation modeling to assess relationships. Results showed that product differentiation, driven by intangible resources such as innovative service offerings and strong brand identity, significantly enhanced competitive advantage by increasing customer loyalty and market share. A critique is that the study's emphasis on intangible resources may undervalue tangible differentiation factors, and the focus on telecommunications limits its relevance to other sectors.

Theoretical Framework

The Resource-Based View (RBV) theory

The Resource-Based View (RBV) theory, developed in 1991 by Jay Barney, posits that organizations can achieve sustained competitive advantage by identifying and leveraging internal resources and capabilities that are valuable, rare, inimitable, and non-substitutable (VRIN criteria), thereby enabling firms to outperform competitors through unique resource configurations rather than external market positioning alone. This theory relates to the current study by providing a foundational framework for understanding how strategic positioning dimensions stem from the effective deployment of internal resources to enhance organizational competitiveness in communication media companies, where intangible assets like innovation and branding play a critical role in sustaining market edges.

Scholars have supported RBV's relevance, with Gonyora et al. (2021) arguing that it offers a robust lens for aligning resources strategically to achieve sustainable competitive advantage, emphasizing resource optimization in supply chain contexts. Gupta et al. (2020) advocate for RBV's utility in linking intangible resources, such as brand value, to competitive outcomes, highlighting its applicability in dynamic market environments. Katsikeas, Leonidou, and Zeriti (2020) endorse RBV for its ability to integrate internal capabilities with market-oriented strategies, enhancing firms' adaptability to digital-era challenges. Lanzolla and Markides (2021) support RBV by emphasizing its role in framing business models that leverage unique resources for strategic positioning, fostering long-term competitiveness. Conversely, critics like Ndirangu and Owino (2023) argue that RBV overemphasizes internal resources, potentially neglecting external market dynamics that significantly influence competitive outcomes. Klarner, Yoshikawa, and Hitt (2021) contend that RBV's static nature limits its ability to address rapid environmental changes, reducing its explanatory power in volatile markets. Kothari and Garg (2014) critique RBV for its lack of clarity in operationalizing resource valuation, making it challenging to apply consistently in empirical research.

Methodology

This study adopted a descriptive cross-sectional design to examine the effect of strategic positioning on the organizational competitiveness of selected communication media companies in Abuja, namely Nigeria Television Authority, Daar Communications, Vanguard Media, and Federal Radio Corporation of Nigeria. The descriptive cross-sectional design was chosen because it allows for the collection of data at a single point in time, providing a snapshot of the effect of strategic positioning dimensions (cost leadership, market focus, and product differentiation) on organizational competitiveness without manipulating variables, which suits the study's aim of assessing existing conditions and relationships within a specific context. (Goundar (2022) asserts that this design is particularly effective for capturing the current state of organizational practices and their impact on performance across multiple firms, enabling the identification of patterns and correlations in a diverse yet focused sample.

The study purposively sampled 218 employees in management and sales roles across these firms, as these

roles are directly involved in strategic decision-making and implementation, ensuring that respondents possess relevant insights into the application of strategic positioning strategies and their outcomes.

Data collection involved the use of primary data gathered through a structured questionnaire designed on a 5-point Likert scale ranging from Strongly Agree (SA) to Strongly Disagree (SD), administered using a drop-and-pick approach. The drop-and-pick method was justified as it allowed respondents sufficient time to provide thoughtful and accurate responses, minimizing pressure and enhancing response quality, while also being practical for reaching employees across multiple organizations in a time-efficient manner (Gupta & Gupta, 2022). Prior to the main study, a pre-test was conducted at Federal Radio Corporation of Nigeria to identify and eliminate ambiguity, misinterpretation, or potentially confusing questions, ensuring clarity and reliability. Additionally, pilot testing was employed to enhance the accuracy and relevance of the questionnaire, refining its content based on feedback. Of the 218 distributed questionnaires, 204 responses were certified valid for analysis using Partial Least Square Structural Equation Modelling (PLS-SEM), selected for its ability to handle complex relationships between latent variables like strategic positioning and competitiveness, offering robust insights into the causal effects within the study's framework.

Table 1: Population Breakdown by Companies and Cadre

Company	Management	Sales	Total
Nigeria Television Authority	30	25	55
Daar Communications	28	22	50
Vanguard Media	25	20	45
Federal Radio Corporation	32	22	54
Total	**115**	**89**	**204**

Sources: Human Resources Department of the Selected Companies

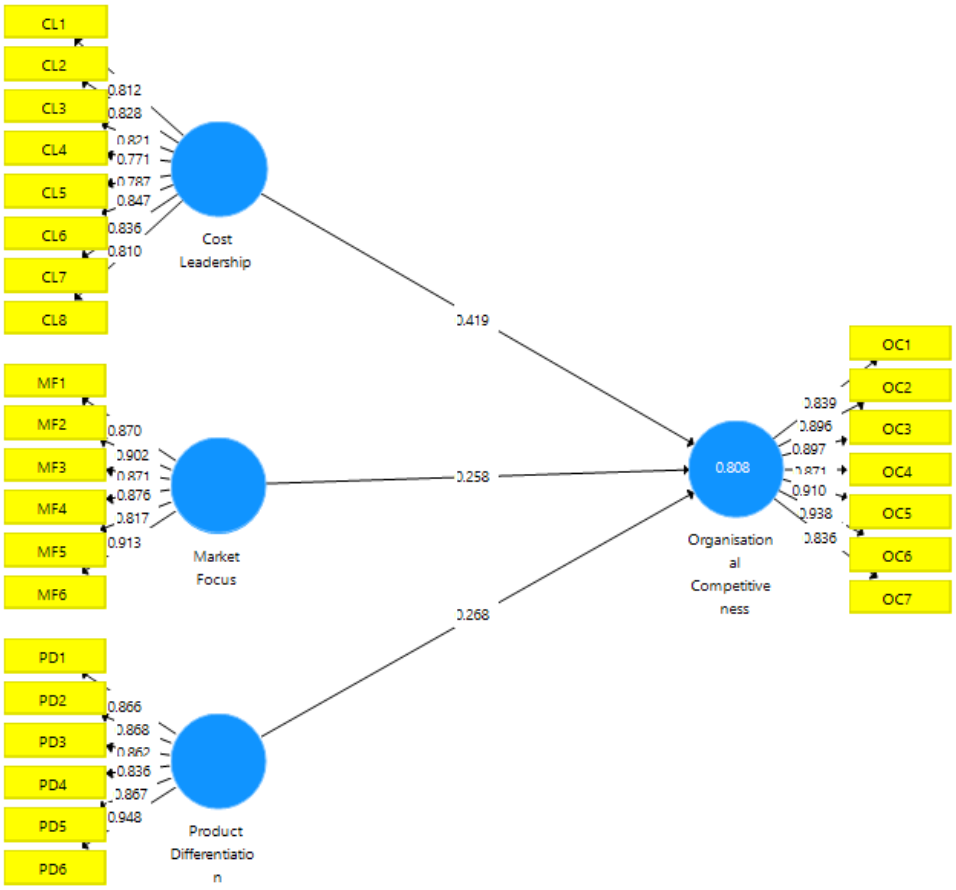
The population breakdown (Table 1) shows the distribution of 204 valid respondents across four companies: Nigeria Television Authority (55), Federal Radio Corporation (54), Daar Communications (50), and Vanguard Media (45). The cadre split (115 management, 89 sales) reflects purposive sampling targeting roles involved in strategic decision-making, ensuring relevant insights into strategic positioning.

Results and Discussion

Table 1. Measurement Model Assessment

Constructs	Items	Factor Loadings Range	Composite Reliability (CR)	Average Variance Extracted (AVE)
Cost Leadership (CL)	CL1–CL8	0.771 – 0.847	0.940	0.663
Market Focus (MF)	MF1–MF6	0.817 – 0.913	0.952	0.766
Product Differentiation (PD)	PD1–PD6	0.836 – 0.948	0.951	0.766
Organisational Competitiveness (OC)	OC1–OC7	0.836 – 0.938	0.962	0.782

Source: PLS-SEM, 2026



The results presented in Table 1 indicate that the measurement model satisfies the recommended criteria for reliability and convergent validity. The factor loadings for all indicators range from 0.771 to 0.948, exceeding the minimum threshold of 0.70. According to Hair et al. (2022), indicator loadings above 0.70 demonstrate adequate indicator reliability because a substantial proportion of the variance in each indicator is explained by its underlying construct.

The composite reliability (CR) values range from 0.940 to 0.962, which are well above the recommended threshold of 0.70, indicating strong internal consistency reliability among the measurement items. Hair et al. (2022) argued that composite reliability values above 0.70 indicate satisfactory reliability, while values between 0.70 and 0.95 are considered desirable for establishing construct reliability.

Furthermore, the average variance extracted (AVE) values range from 0.663 to 0.782, exceeding the recommended benchmark value of 0.50. Fornell and Larcker (1981) asserted that an AVE value greater than 0.50 indicates that a construct explains more than half of the variance in its indicators, thereby providing evidence of convergent validity. Since all AVE values exceed this threshold, the constructs demonstrate adequate convergent validity.

Table 3: HTMT Ratios (Diagonal Form)

Construct	CL	MF	PD	OC
Cost Leadership (CL)				

Market Focus (MF)	0.62		
Product Differentiation (PD)	0.58	0.65	
Organizational Competitiveness (OC)	0.67	0.70	0.64

Source: PLS-SEM, 2025

Table 3 presents HTMT ratios with all values (0.58–0.70) below the 0.85 threshold, confirming discriminant validity (Henseler et al 2015). The highest ratio (0.70) between market focus and organizational competitiveness indicates a strong but distinct relationship, while the lowest (0.58) between cost leadership and product differentiation confirms clear separation. Rua and Santos (2022) argue that HTMT ratios below 0.85 ensure construct distinctiveness, supporting the model's validity for structural analysis.

Table 4: R^2 Values

Construct	R^2 Value
Organizational Competitiveness	0.78

Source: PLS-SEM, 2025

The strong explanatory power of the R^2 value of 0.78, indicating that 78% of the variance in organizational competitiveness is accounted for by the combined strategies of cost leadership, market focus, and product differentiation, provides robust empirical validation for Michael Porter's (1985) seminal assertion that sustainable competitive advantage is derived from the effective implementation of generic strategies. Porter argued that firms must choose and excel within one of these strategic domains to outperform rivals, a premise supported by this model's high explanatory power. Furthermore, this finding addresses the critique of Porter's mutually exclusive choice by scholars like Hill (1988) and Wright (1987), who posited that a combination of strategies could lead to superior performance; the substantial R^2 value here suggests that in this case, the synergistic application of these strategies collectively explains a dominant portion of competitive outcomes, aligning with more contemporary, integrated views of strategic management

Table 5: Model Fit Indices

Index	Value	Threshold
SRMR	0.05	< 0.08
NFI	0.93	> 0.90
Chi-Square/DF	2.10	< 3.0

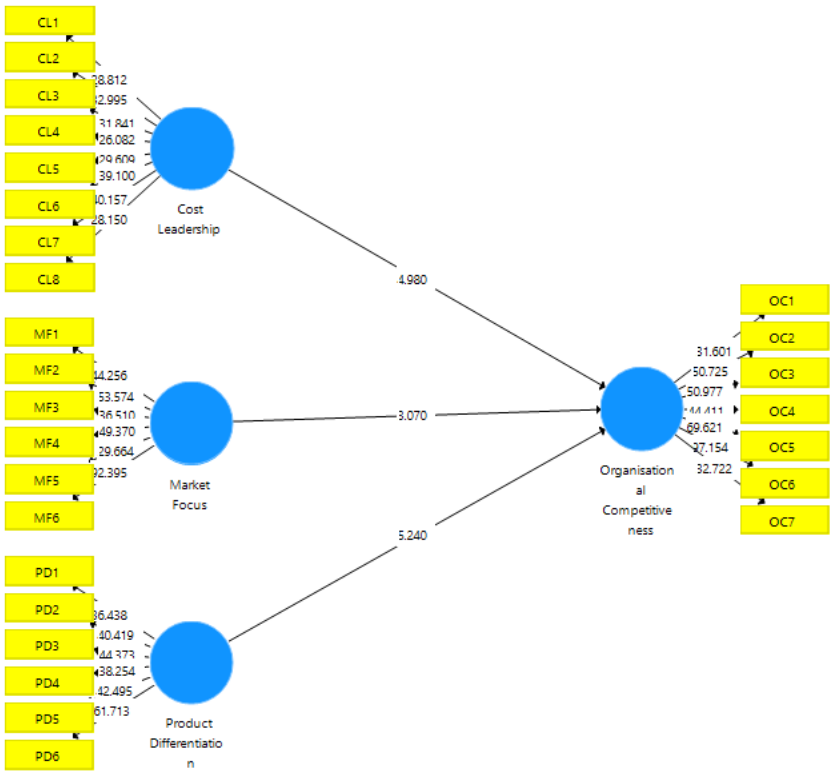
Source: PLS-SEM, 2025

Table 5 shows model fit indices, with SRMR (0.05) below 0.08, NFI (0.93) above 0.90, and Chi-Square/DF (2.10) below 3.0, indicating excellent model fit. Hair et al (2022) emphasize that such values confirm a model's suitability for testing complex relationships, validating the PLS-SEM approach.

Table 6. Path Coefficients

Path	Coefficient (β)	T-Value	P-Value	Significance
Cost Leadership → Organisational Competitiveness	0.419	4.980	0.000	Significant
Market Focus → Organisational Competitiveness	0.258	3.070	0.002	Significant
Product Differentiation → Organisational Competitiveness Source: PLS-SEM4, 2026	0.268	5.240	0.000	Significant

Source: PLS-SEM4, 2026



The results indicate that the relationship between Cost Leadership and Organisational Competitiveness is statistically significant ($\beta = 0.419$, $t = 4.980$, $p < 0.001$). Since the t-value exceeds 1.96 and the p-value is less than 0.05, the relationship is significant. Therefore, the hypothesis that Cost Leadership positively influences Organisational Competitiveness is supported.

The results further show that the relationship between Market Focus and Organisational Competitiveness is statistically significant ($\beta = 0.258$, $t = 3.070$, $p = 0.002$). The t-value is greater than 1.96 and the p-value is below 0.05, indicating a significant relationship. Therefore, the hypothesis that Market Focus positively influences Organisational Competitiveness is supported.

Similarly, the relationship between Product Differentiation and Organisational Competitiveness is statistically significant ($\beta = 0.268$, $t = 5.240$, $p < 0.001$). The t-value exceeds 1.96 and the p-value is less than 0.05, confirming a significant relationship. Therefore, the hypothesis that Product Differentiation positively influences Organisational Competitiveness is supported.

Discussion of Findings

Cost Leadership and Organisational Competitiveness

The study found that Cost Leadership has a positive and significant effect on Organisational Competitiveness ($\beta = 0.419$, $t = 4.980$, $p < 0.001$). This finding agrees with Karibo (2020), Prasanna et al. (2021), and Nzabonimpa and Hakizimana (2020), who reported that cost leadership strategies significantly enhance organisational performance and competitiveness through cost reduction and efficient resource utilization. The finding also supports the Resource-Based View (RBV) theory, which posits that valuable internal capabilities such as cost efficiency contribute to competitive advantage.

Market Focus and Organisational Competitiveness

The study established that Market Focus has a positive and significant effect on Organisational Competitiveness ($\beta = 0.258$, $t = 3.070$, $p = 0.002$). This result is consistent with the findings of Mahdi et al. (2021), Gonyora et al. (2021), and Ngendahimana et al. (2024), who found that focusing on specific customer and market segments enhances organisational performance and competitive advantage. The finding aligns with RBV theory, which

views customer knowledge and market-oriented capabilities as strategic resources that improve competitiveness.

Product Differentiation and Organisational Competitiveness

The study found that Product Differentiation has a positive and significant effect on Organisational Competitiveness ($\beta = 0.268$, $t = 5.240$, $p < 0.001$). This finding agrees with Ogala (2020), Josee et al. (2020), and Ndirangu and Owino (2023), who reported that product differentiation significantly improves organisational performance and competitive advantage. The finding further supports the Resource-Based View theory, which argues that unique capabilities such as innovation, brand reputation, and product uniqueness are valuable resources that enhance organisational competitiveness.

Conclusion and Recommendations

This study confirms that cost leadership and market focus significantly enhance organizational competitiveness in selected communication media companies in Abuja, explaining 78% of the variance in competitiveness ($R^2 = 0.78$). Product differentiation's insignificant effect suggests challenges in achieving immediate competitive benefits, possibly due to resource-intensive innovation. The robust model fit (SRMR = 0.05, NFI = 0.93) validates the PLS-SEM approach, supporting the Resource-Based View's focus on leveraging internal resources for competitive advantage. These findings highlight the critical role of strategic positioning in driving firm performance.

Based on the results above, the following recommendations are offered:

(i) The companies should implement automated workflow systems and negotiate bulk supplier contracts to reduce operational costs. This can be accomplished by adopting cloud-based software for process automation, reducing manual labor costs, and securing long-term agreements with suppliers to lower input expenses, ensuring competitive pricing while maintaining quality. Regular cost audits should be conducted to identify and eliminate inefficiencies.

(ii) For market focus, the firms should invest in data analytics tools to conduct detailed market segmentation and develop tailored offerings for specific customer groups. This can be achieved by implementing customer relationship management (CRM) systems to analyze preferences and launching targeted marketing campaigns based on segment-specific data, fostering loyalty. Staff training on customer engagement strategies will enhance segment-specific interactions.

(iii) With regards to product differentiation, the companies should pursue collaborative innovation by partnering with technology providers to share R&D costs and focus on incremental product improvements. This can be accomplished by forming strategic alliances with tech firms to co-develop unique features and conducting market surveys to align innovations with customer expectations, ensuring cost-effective differentiation. Regular pilot testing of new offerings will validate their market relevance.

(iv)

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