Relevance of Strategic Management Strategies on Organizational Performance of Craft Brewery Industries in Kigali City, Rwanda :A Case of Craft Brewery Industries in Nyarugengedistrict

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Abstract

Generally, this research examined relevance of strategic management strategies on organizational success within craft brewery industries, Kigali City, Rwanda. Specifically, the researcher assessed the influence of cost leadership, differeriantion, and focus strategies pon organizational success at craft brewery industries, Kigali, Rwanda. The study used the following theories : five forces models, and market sharing theorem.The study used descriptive research design and correlation regression with a mixed approach. The population comprised owners and top managers. Stratified sampling technique was used to select a representative group in which 237 respondents were selected. A questionnaire and interviews were used to collect data. Research instrument was piloted to test validty and relaiability using a Cronbach Alpha methods. Data was analysed using descriptive statisctics and correlation regression, with the support of statiscal product and service solutions as an analytical tools. Results on cost leadership indicate a tihht cost in business activities with a mean of 4.333), economies of scale with a mean of 3.666), cost saving efficiency for design with a means of 4.000) and the reduction of operational costs with a mean of 3.666 have been used as a cost leadership component. A significant relationship was between cost leadership and sales (r=0.231**, p value 0.006) investment rise (r=0.159**, p=0.043) and profit (r=0.174**=0.014).Results on differentiation felt that cost allocated to the control of quality of goods and services (mean of 4.333), effort in reputation management (mean of 4.000), identifying names (mean of 4.833). A significant correlation was between differentiation strategy and sales (r=0.274**, p value=0.039), investment rise (r=.187, p=0.035) and profit (r=0.324, p=0.032).results on market focus found that focusing on marketing specification for products (mean of 3.833) is the measurement that has the highest level of application in Skol Brewery Ltd products to the high extent. Narrowing products offered (mean of 3.333). A significant relationship was beteeen

market focus strategy and sales (r=0.854**, p=0.018), market focus strategy and investment (r=.873**, p=0.035), market focus strategy and profit (r=.750**, p=.0.036). The study concludes that there was no correlation between strategic management strategies and organizational perfomance. This study recommended that the management of brewery compamies should assess the execution of cost leadership , conduct a research on market stratey to respond to various market niches adequately as any gap in customer centric products whould yield customer non responsponsiveness, benchmark differentiation, hire competent staff to achieve its success.

Keywords: *Cost leadership strategies, Differentiation strategies, Focus strategies, Organzational performance, Strategic management strategies.*

1.0 Introduction

One of the petinent challenge for an organizational performance is an inability of firms to have competitive advantage. Okoreh (2010) asserted the low rate of sales, Monbiot (2011) indicated inability to raise investment and the low rate of profit margin. In addition, Riley (2012) asserts low level of purchase to sales while Awino (2011) advanced that the high cost of marketing is an indicator of damages in market place could be a severe long-term problems that require strategic adjustment (Nehme & Nehme, 2014). In Rwanda, the craft brewery sector give the virable competitive environment in brewery industry with unforable sale and 15 percent and seven for ornizational performance from 2010 and 2015 (MINICOM, 2016). In search of ways to achieve an organizational performance., it is generally specified that organization to active express high level of faorable effectively marketplace. According to Awino (2011). In this Nehme and Nehme (2014) argued the contribution of low cost leadership strategied and the necessity of diffetrnetiating strategies and focuses. Many studies were conducted on organizational competitition and success. A research conducted by Afrika (2020) focused on competitive strategies and organizational sustainability in telecommunication sector, but few studies were carried out on generic strategies and organizational performance success in the beverage sector. Therefore, this research investigates relevance of strategic management strategies on organizational performance of craft brewery industries in Kigali city, Rwanda. In particular, the study focused on the relevance of cost learndership mechanmisms, diffetinting them and focusing on adequate methods toward organizational success within craft brewery industries, Kigali, Rwanda. Generally, this study investigated relevance of strategic management strategies on organizational performance of craft brewery industries in Kigali City, Rwanda. Specifically, the paer was desigbned to:

   i.   To analyse influence cost cost management strategies on organizational performance growth of craft brewery industries, Kigali City, Rwanda.

   ii. To assess influence of differentiating strategies on organizational performance of craft brewery industries, Kigali City, Rwanda.

   iii. To evaluate the influence of focus strategies on organizational performance of craft brewery industries in Kigali City, Rwanda.

2.0 Review of Related Literature

2.1 Empirical Literature

Strategic management strategies intend to assess generic strategies for a company competitiveness. Successful strategic management strategies results in greater success and bearable competitive advantange. Several studies were conducted on strategic management strategies. In variius Sectors, and countries.

2.1.1 Cost Leadership and Organization Performance

Globally, studies assessed the organizational performance success for manufacturing companies but also beverage industries (Okoreh, 2010; Thompson, 2010; Monbiot, 2011; Riley, 2012). Studies were carried out both in advanced and less developed countries. Most of studies in advanced countries indicated high application of generic strategies in terms of increasing organizational performance for companies. Thompson and Strickland (2010), undertaken a research in the United States of America or European on competition market of USA .This research was dewcxriptve in nature using interviews and desk review and evidenced that a high mean responses of institutions (50.0%) in the United Stated of America and Europe have been discrempancy in ntire for adoped strategies. Notwitthdrawing, EU various consistent sale frequencies of delivery appear. In USA market brewry have been sold extremely decreased and shoved branding and rebrsnding agreements. A study done in differen in Japanese, Russian and Italian business evidenced that marketing strategies were diffults to nultnational firms and diversity among WTO member stahes are more likely to affect organizational succees (Kleban & Nickerson, 2022). This survey introduced market requests different goods or services and was predictable to be coordinated in unlike methods. However, Japan, market was protected for international companies, expect is developed in Japan, request and rapid services the main management degree. Therefore, Russian market was increasing at the time. In addition, a research undertaken in Asia by Noel et al (2018) demonstrated that the performance in completion era expressed high increase in saling and revenue. The research done by Saari (2021) demonstrated the performance has been examined using the volume of sales, profitability and reved. It has been noted that the main indicator adopted business success was profitable.

2.1.2 Diffrentiation Strategy and Organizational Performance

A research on topic of strategic managers to introduce a strong competitive advatnagr was conducted in European countries , Farris et al (2010) who established methods to follow up to endure but to struggle in ever-adhjustment methods concentration. This research demonstrated that 86.5% of respondents who involved in research that organizationa have been encouraging rivalrly and the research felt that outcome has been in accordance with components in adopton of blue ocernan strategies ha been examined and provided the value prepared through coexistence of expenses and goods from differentiating would brewe function recent cost in the context of somatic and having and association with customers.

2.1.3 Focus Strategy and Organziatioal Performance

Kleban and Nickerson (2012) undertool a research that assessed effect of porter's mechanisms on business organizations. This study used porter's model in the context odf cost leadership, differentiation and focusing and data are collected 229 onwers for achieving predetermined objectives. A research undertaken by Wanjere (2014) felt that 67.8% accepted that asset of generic methods examines the average of profitability and understa ding will be pertinent to

make decision and assess the strategies to increase organizational performance. At the level of East Africa, many studies were conducted on beverage industries. In this regards, a research did in Kenya by Mbuthia and Kariuki (2016) on challenges facing the implementation of differentiating strategies. The research was conducted descriptively with 64 respondents and research instrument has been used to obtain answers from respondents. The study demonstrated that 81.9% of firms felt that the use of porter's mechanisms assume differentiating level and this research further found that clear options were benefiting from low cost. According to Afrika (2020) who carrued a research in Rwanda on organizational competition to the success with reference to MTN Plc. This research demonstrated that focusing on market contribute 95% of respondents specified that market focus strategy is more liket to enhance the competition among organizations. Therefore, client did not cease to improve by 35% in 2015 compared to 16% in 2015 focus on findings from image understanding like publicty, promotional communication using MTN Rwanda goods and services. The research did not succeed to d eonstrate the way in which porter strategies stimulate organizational performance and therefore, the sudy failed to used a mixed approach.

2.2Theoretrical Framework

This section provides information on adequate and suitable models to be adooted in order to carry out the present study on strategic management and organization success (Ansoff & McDonnell, 2010).

2.2.1 Five Forces Models

This theory has been advanced by Porter (1985) who has show the pertinence of analysing the 5 forces to explain generic strategis in order to demonstrate the way in which porter's generic strategies impact organization success. Therefore clear effect is associated with their complexity because they are able to assess the level of benefit and success and the way in which firms become more competitive (Riley, 2012). It is more pertinent and achievable than the game model and had a positive effective on security via its analysis of pertinent competitors that is a missing element in value net. In this study Porters' five generic model was important, it was helpful to knowl how craft breweried applied strategic management strategies in order to withstand into competitiveness with its rivalries. Porter's model was connected to the capability of applying competence of craft beverage companies towards its competitiveness.

2.2.2 Market Sharing Theorem

This model has been advanced by Bell and Jogn (1975) argued that organizational performance to the success in increasing customer base total market focus, further the scholat evidenced in achieving a purchase of goods and servides, customers selected the branding strategies in increasing customer base.This study emphased on the justification of market mex and organizational performance. However, organizational performance is regarded as a share of marketing effort presentation marking a lot of natural thoughts. One factors of organizational performance is the fascination that clients feel towards each option brand. To understand a organizational performance of a firm, this should start from organizational performance analysis which was an important point in this study. Monbiot (2011) found that organizational performance as a result of market focus strategies adopted. They postulate that the one factors of organizational performance is the fascination that clients feel towards each option brand. To understand a organizational performance of a firm, this should start from organizational performance analysis which is an important point in this study. Alvarez and Barney (2017) found

that the existence of three most pertinent features for organizational performance analysis where it is a competitive, descriptive and predictive but also lucrative oriented approach. In this study, the theory was very important it helped to know the way in which craft beverage firms are operating in Rwanda and enhance their organizational performance.

2.3 Conceptual Framwork

The conceptual framework refers as an approach adopted to explain the research problem in question. It is formulated to indicate the connection between the independent variables (Dominic &Theuvsen, 2015). The independent variable was the strategic management strategies and the dependent variable is organizational performance.

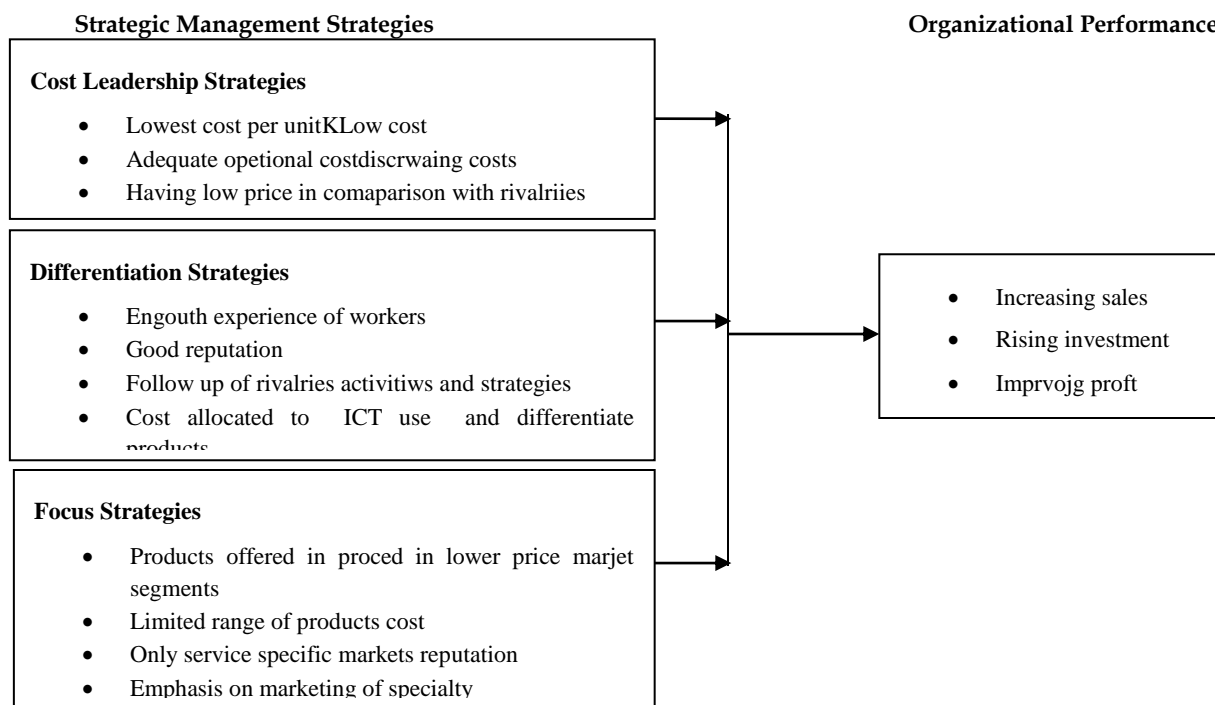**Independent variables**   **Dependent Variable**

Strategic Management Strategies   **Organizational Performance**

Cost Leadership Strategies

- Lowest cost per unitKLow cost
- Adequate opetional costdiscrwaing costs
- Having low price in comaparison with rivalriies

Differentiation Strategies

- Engouth experience of workers
- Good reputation
- Follow up of rivalries activitiws and strategies
- Cost allocated to ICT use and differentiate products

Focus Strategies

- Products offered in proced in lower price marjet segments
- Limited range of products cost
- Only service specific markets reputation
- Emphasis on marketing of specialty

- Increasing sales
- Rising investment
- Imprvojg proft

Figure 1: Conceptual Framrwork

Source: Researcher (2023)

Figure 1 shows the association between research variables and constucts. Strategic management used strstegies, differetiality strategies but also market focuses trategies. Cost Leadership strategies were evaluated using the low cost and best values as shown by methods of producing goods, economy attainment, ICT use, distributing and producing plan, reducing xpenses, capacity to use resource, and increase in raw material access. Differentiation strategies were assessed through the use of inventiveness, market entry and market research, advistisement, publiocity, and the focus strategies were assessed using low cost and better market use. Finally, organizational success assessed using the level of saling goods, th level of investing in product product and the level of profit and revenue obtained from the product. Therefore, both dependent and independent variable were moderated by public policies.

3.0 Research Methodology

Asika (2010) argues that the research design is a plan for linking conceptual framework to empirical study. It clarifies what data is needed, its relevance, what are methods to be used collect and analyse raw data and the way in that they were responded. Therefore, a descriptive study design was used. According to Alvi (2016) who argued that when a study is conducted descriptively, it means a process of gathering data to provide characteristics of respondents and it fits aims to the present research order to establish effect between strategic management strategies and organizational success. A quantitative approach to evaluate association between independent and dependent variables by adopting numbers and figures to explain results. In this study, qualitative method was used to collect deep data to supplement quantitative evidences.

3.1 Target Population

Jibril and Nwanmou (2021) denote target population as the number of persons or objects about that a study was taking place. Meanwhile, the author provides that target population was referred to a group of people, organization and things concenning what one whats to establish concluding remarks. The target population for this study consisted of directors and senior management staff were involved in developing strategies and implementing them. The target population for this study was 237 workers categorized into three levels (MINICON, 2022). Bryman and Bell (2015) argues that a sample size depends on three criteria: the degree of precision, degree of confidence or risk and the level of variation in the measurable components. Basing on the aforementioned criteria (Cooper & Shindler, 2011). The researcher calculated the sample size using Yamane (1967)'s simplified formula as follow:

$$n = \frac{N}{1+Ne^2}$$

In this regards, n was a sample size, N was Population Size and e was error of precisiom. The confidence Interval was 95%. This formula was given by N=574 persons, e=5%, by applying the formula above, a sample seze of 167 respondents were selected. Using a stratified sampling technique the researcher decides to use a proportional representation for ensuring that all cluster was represented. Respondents were divided into employees. In selecting the sampled population, various sampling techques were employed. Both stratified and sample random sample techniques were adopted. The sample size was proportionally selected according to the size of each strata. Furthermore, the sampled population was selected randomly. A suitable choice of sampled respondents known as representation system drawn from the whole population (Creswell, 2013). The research tools involves questionnaire and documentary analysis in gathering information. A questionnaire was adopted because they are considered to be suitable. Jibril and Nwanmou (2012) said that a questionnaire is set of questions. The researcher formulated closed and open questions, enabling for obtaining relevant data. In addition, secondary data was used to obtain information from annual reports published by Craft Brewery Firms annual reports from 2019 to 2023. Creswell (2013) specifies that secondary data that was obtained using previous studies that other scholars were made of a subject, a documentary analysis of financial statement. This secondary data sources came up with relevant results for this study.

Creswell (2013) asserts that data analysis was a process of harmonization, organization and interpretation   of collected information. Statistical analysis was used to generate statistical information while content analysis to analyze qualitative data collected from secondary data source. The researcher ensured that all care took to check if data collection are achieved in

proper way. Before, data analysis, data was processed into computer based software. Cooper and Shindler (2011) submits also that after validating data collected from the field, the next step is the data editing. All mistakes, errors and omissions were exmined, detected and corrected. The study edited is done when collecting data and during in house editing. The study clarifies that post data editing phase is followed by coding questionnaire. Alvi (2016) submits that the first step in data processing beginning at post questionnaire survey is a field validation. A descriptive design was employed coefficient of correlational statistics to measure effect size r for each objective was used to assess the strength of influence between strategic management strategies and organizational performance, numerically were evaluated, non-stop variables (height and weight). Results of data analysis were presented in cross tabulation. The analysis was done through SPSS.The regression model was used to establish the influence betwen variables. A multiple regression model was used as it permits assessment of effects to two or more variables (Asika, 2010). Indicators of dependent variable are sales, investment, profit margin, and purchase to sales and marketing cost while independent variable are cost leadership, differentiation and focus strategies. For variables in this study, a mean was assessed using computer software.

The correlation coefficient measures the effect size r using regression equation:
$Y = b_o + b_1X_1 + b_2X_2 + b_3X_3 + e$

Y=Organizational Performance

b_0=Constant;

X_1=Cost Leadership Strategies;

X_2=Differentiation Strategies ;

X3= Focus Strategues

and e=Scholastic Term

In addition, qualitative information was analysed using content analysis. The researcher had documentary checklist and transcript where data was categorized by themes and subthemes for analysing non numerical information to deepen data from quantitative information.

4.0 Presentation of Findings

Effect of Cost Leadership Strategy on Organizational Performance of Skol Brewery Ltd.

In order to determine effect of cost leadership strategy on Organizational Performance, it is very important to start with determining how Skol Brewery Ltd apply cost leadership strategy for its entry and success in the Rwandan Market.

Table 1: Application of Cost Leadership Strategy at Skol Brewery Ltd.

Cost leadership methods	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	Standard Deviation
	%	%	%	%	%	Mean	Standard Deviation
Low Cost Leadership							
Lowest cost per unit	3.0	1.3	11.4	36.9	47.5	2.83	0.98
Effective operational cost reduction	7.2	12.7	4.7	14.0	41.7	3.66	0.81
Pricing below competitors	2.1	3.2	20.3	36.9	37.3	3.16	1.16
Outsourcing functions or entering into joint ventures to control cost	0.0	5.1	12.6	14.8	66.8	2.66	1.50

Source: Primary Data (2023)

Results in Table 1 answers the question on the application of cost leadership strategy in Skol Brewery Ltd in Rwanda. Results in Table 1 shows effective operational cost reduction (mean of 3.666) was used as a cost leadership component in Skol Brewery Ltd. In this regards, a clear discrepancy was found. For moderate responses, pricing below comptetitors (mean of 3.1666), was application of cost leadership in Skol Brewery Ltd. The study assessed the relationship between cost leadership strategy, and organizational performance in term of sales, investment, and increasing profit. The Pearson correlation analysis and inferential statistics were adopted to introduce the relationship betweeb study variables.

Table 2: Correlation Analysis Between Cost Leadership and Organizational Performance in Skol Brewery Ltd.

		Sales	Investment	Net Profit Margin
Lowest cost per unit	Pearson Correlation	.119*	.049	.074
	Sign.(2-tailed)	.048	.414	.223
	N	164	164	164
Effective operational cost reduction	Pearson Correlation	.025	.007	.098
	Sig.(2-tailed)	.683	.910	.105
	N	164	164	164
Pricing below competitors	Pearson Correlation	.121*	102	.005
	Sig.(2-tailed)	.044	.091	.939
	N	164	164	164
Outsourcing functions to control cost	Pearson Correlation	.121*	102	.005
	Sig.(2-tailed)	.044	.091	.939
	N	164	164	164

Source: Primary Data (2023)

Findings presented in Table 2 reveal correlation between variables. For lowest cost per unit, there was a positive insignificant correlation between lowest cost per unit and sales (r=0.049, p=0.414) and lowest cost per unit with improving profit (r=0.074, p=0.223). These correlations are insignificant provided that the p value was >0.05 implying that the rise of lowest cost per unit did not affect sales, investment rise and increasing profit and vice versa. For effective operational cost reduction, there are positive and significant correlation between effective operational cost reduction and sales increase (r=0.119*, p=0.048). This was statistically associated since p value was <0.05 suggesting that increase was effective operational cost reduction leads to increase in sales and vice versa. Contrary to insignificant correlation between effective operational cost reduction and investment rise (r=0.025, p=0.685), effective operational cost reduction and improving profit (r=0.007, p=0.910). These correlation are insignificant since that the p value was >0.05 implying that the rise of effective operational cost reduction did not affect sales, inveatment and improving profit and vise versa. Results on the correlation between pricing below competitors and dependent variables, there is insignificant correlation pricing below competitors and improving margin (r=0.005, p value=0.919). These are insignificant since the p value was >0.05 implying that the rise of pricing below competitors did not affect the improvement margin. However, pricing below competitors is positive correlated with sales increase (r=0.121, p-value=0.044) and investment rise (r=0.102, p=0.091). There are postivie and

significant correlations between pricing below competitors and sales increase (r=0.119*, p=0.048). Results on the correlation between outsourcing functions to control cost and dependent variables, there are significant correlation between outsourcing functions and sales increase (r=.121**, p value=0.044), outsourcing functions and investment rise (r=102,. P value 0.091). There are positive corerelation since the p value was less than 0.05. Contraly, these are statistically insignificant correlation between outsourcing functions and improving margin (.005, p value .939) given that the p value was >0.05 implying that the rise of outsourcing functions did not affect improving profit. An interview with SBL sales representative argues "*the the cost leadership strategy is very important in term of improving sales, investment rise and improving profit*".

Table 3: Regression coefficients between Cost Leadership Strategy and Organizational Performance

Model		Unstandardized Coefficients		Standardized Coeffiecients		
		B	Std.Error	Beta	t	Sig.
1	(Constant)	2.883	.416		6.925	.000
	Lowest cost per unit	.126	.056	.129	2.142	.033
	Effective operational cost reduction	.035	.079	.026	.440	.660
	Pricing below competitors	.143	.064	.134	2.239	.026
	Outsourcing functions to control cost	.059	.053	.88	1.121	.263

a.Dependent Variable: Organizational Performance

Source: Primary Data (2023)

Information presented in Table 3 evidenced that Y=2.883 +0.129X1+0.026 X2+0.134 X_3 +.88X_4+e Where =Y Organizational Performance.This shows the regression of independent variables are associated with Organizational Performance except, effective operational cost reduction. It demonstrated that cost leadership strategy is significantly correlated with Organizational Performance (b=0.129, p value=0.033). This implies that an increase in cost leadership strategy significantly affect Organizational Performance at Skol Brewery Ltd. Effective operational cost reduction was insignificantly correlated with Organizational Performance (b=0.026, p value=0.660). It implies that effective operational cost reduction did not affect Organizational Performance. Pricing below competitors was significantly correlated with increased Organizational Performance b(=0.134, p value=0.026). It means that pricing below competitors affects Organizational Performance.

Analysis of Effect of Differentiation on Organizational Performance of Skol Brewery Ltd in Rwandan Brewery sector

The second research objectives amalyzed effect of differentiation strategy on Organizational Performance of Skol Brewery Ltd in Rwandan brewery sector. In order to respond to this

objective, the researcher assessed how differentiation strategy is applied by Skol and Bralirwa. The range of respondents was strongly agreed (5) to strongly disagree (1).

Table 4: Extent to which Differentiation Strategy is applied at Skol Brewery Ltd

Differentiation strategy methods %	Strongly Disagree	Disagree %	Not Sure %	Agree %	Strongly Agree %	Mean	Std
Highly experienced personnel	0.0	3.0	19.1	28.8	49.2	3.33	.51
Building the brewery reputation within the sector	1.3	10.6	27.5	19.9	40.7	4.40	.54
Following the action of competitor	1.7	7.6	6.4	37.3	47.0	4.00	1.26
Major expenditures on technology to differentiate products	2.5	37.7	10.2	25.0	24.6	3.66	.81

Source: Primary Data (203)

Table 4 results demonstrated that highly experienced personnel (mean of 3.33), effort in building the brewery image with a mean of 4.400, competitor's activities with a mean of 4.00 and cost allocated to technology to differentiate goods with a mean of 3.66 were adopted by Skol Brewery Ltd. The study found that majority of the mean between 3.5 and 5.0 excluding low mean of specific efforts to confirm a recruitment of skilled workers.

Table 5: Correlation Analysis Between Differetiation Starategy and Organizational Performance in Skol Brewery Ltd.

		Sales	Investment	Profit
Highly experienced personnel	Pearson Correlation Model	215	0.244	0.512*
	Sign. (2-tailed)	0.048	0.346	0.036
	N	164	164	164
Building the brewery reputation within the sector	Pearson Correlation Model	-0.308	0.680**	0.931**
	Sign. (2-tailed)	0.229	0.003	0.000
	N	164	164	164
Following the action of competitor	Pearson Correlation Model	-0.523*	-0.637**	0.986**
	Sign(2-tailed)	0.031	0.006	0.000
	N	164	164	164
Major expenditures on technology to differentiate products	Pearson Correlation Model	-0.391	-.0301	0.443
	Sign. (2-tailed)	0.120	0.241	0.075
	N	164	164	164

*Correlation is Significant at the 0.5 level (2-tailed)

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

Source: Primary Data (2023)

From correlation analysis using statistical package for social sciences version 25.0, significant level at 5% and 10% represented * and ** respectively. In this regards, * asterisk meaning that level of significance is less than 0.5 while two asterisks mean that the level of significance is less than 0.01. There are significant correlations found between highly experienced personnel and sales increase (r=0.215*, p=0.048), highly experienced personnel and net profit margin (0.512*, p= 0.036). There relationship were statistically significant, sine the p value was <0.05 proposing that a change in in highly experienced personnel increased the sales and improving profit and vice versa. There is insignificant relationship between highly experienced personnel and investment rise (r= 0.244*, p=0.346), this relation is statistically insignificant since the p value was >0.05 proposing that an increase in highly experienced personnel did not affect automatically investment and vice versa. For building the brewery reputation within the sector and improving profit (r=0.931**, p=0.000) building the brewery reputation within the sector and investment rise (r=0.680*, p=.003) were positively correlated. Insignificant correlation was found between building the brewery reputation within the sector and sales increase. Since the p value was >0.05 proposing that a change in building the brewery reputation within the sector did not affect sales increase. There is a significant correlation found between following the action of competitor and sales increase (r=-0.523*, p=0.031). Significant positive correlations were found between following the action of competitor and improving profit margin (r=0.986*, p=0.000) since the p value was 0.05 propossing that a change in following the action of competitor improved improving profit and the vice versa. Negative correlations were major expenditures on technology to differentiate products and sales increase (r=0.391, p=0.120),

insignificant correlations also found between major expenditures on technology to differentiate products and investment rise (r=-0.301, p=0.241). Moreover, a positive correlation was found between major expenditures on technology to differentiate products and improving profit (r=0.443*, p=0.075).

Table 6: Coefficients of Differentiation Strategy and Organizational Performance

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std.Error	Beta	t	Sig.
1	(Constant)	2.788	.422		6.607	.000
	Highly experienced personnel	.042	.060	.042	.701	.484
	Building the brewery reputation within the sector	.025	.080	.019	.309	.758
	Following the action of competitor	.107	.065	.100	1.648	.101
	Major expenditures on technology to differentiate products	.035	.079	.026	.440	.660

a.Dependent Variable Organizational Performance

Source: Primary Data (2023)

Results presented in Table 6, show that Y=2.788 +0.042 X1+0.019X2+0.100X3+0.026x4+e Where Y: Organizational Performance. This shows the regression of independent variables are insignificantly associated with organizational performance. It demonstrated that highly experienced personnel is insignificantly correlated organizational performance (b=0.042, p value =0.484). The implies that a change highly experienced personnel did not affect organizational performance. Highly experienced personnel was insignificantly correlated with organizational performance (b=0.019, p value =0.758). It denotes that Building the brewery reputation within the sector did not affect organizational performance. basis for following the action of competitorwas significantly correlated with organizational performance (b=0.100, p value=0.101), meaning that following the action of competitor affects organizational performance.

Assessment of Effect of Market Focus on Organizational Performance of Skol Brewery Ltd in Rwandan Market.

The third research objective assessed the effect of market focus on market growth of Skol Brewery Ltd in Rwanda. The researcher begin with the assessment of how market focus strategy is applied by Skol Brewery Ltd.

Table 7: Application of Market Focus Strategy at Skol Brewery Ltd

Focus strategy methods	Strongly Disagree %	Disagree %	Not Sure %	Agree %	Strongly Agree %	Mean	Sdv
Services/products offered in lower priced market segments	37.3	10.2	10.6	27.1	14.8	3.33	1.032
Narrow, limited range of products cost	30.1	14.4	19.9	11.0	24.6	3.33	1.632
Only service specific markets reputation	14.4	1.7	5.5	8.1	70.3	2.83	1.169
Emphasis on the marketing of specialty services/products	23.7	22.5	8.5	19.9	25.4	3.83	.752

Source: Primary Data (2023)

Results in Table 7, results found that focusing on marketing specification for products (mean of 3.833) is the measurement that has the highest level of application in Skol Brewery Ltd products to the high extent. Narrowing products offered (mean of 3.333), specific market (mean of 2.833), low price (3.333) have been adopted and used by Skol Brewery Ltd to a moderate level. However, there is a clear variance for norrowing range of service offered (stdev of 1.632), specific market strategies (1.169) and delivering products to low market areas.

Table 8: Correlation Analysis Between Market Focus Strategy and Organizational Performance of Skol Brewery Ltd

		Sales	Investment	Net Profit Margin
Services/Products offered in lower price market segments	Pearson Correlation	.167	.393**	.560
	Sig.(2-tailed)	.078	.000	.056
	N	164	164	164
Narrow, limited range of products cost	Pearson Correlation	-.050	-.159	.167
	Sig. (2-tailed)	.602	.093	.078
	N	164	164	164
Only service specific markets reputation	Pearson Correlation	.032	.058	-.041
	Sign.(2-tailed)	.741	.545	.669
	N	164	164	164
Emphasis on the marketing of specialty services/products	Pearson Correlation Model	-0.391	-.0301	0.443
	Sign. 2(-tailed)	0.120	0.241	0.075
	N	164	164	164

**Correlation is Significant at Level 0.01 level (2-tailed)

Source: Primary Data (2023)

Results in Table 8 indicated, significant correlations were established between goods in lower proce portions and sales increase (r=.167*, p=.078), goods given in lowe price marketpkace and

investment rise (r= .393*, p=.000) and improving profit (r=.560*, p=.056). All the correlations were statistically significant provided that the p value was <0.05 proposing that a change in services/products offered in lower priced market segments increase sales, investment and improving margin and vice versa. A negative correlation was discovered between narrow, restricted range of products cost and sales increase (r=.-050*, p=.602), and investment rise (r=.-159*, p=.093), but it was positive for imporving profit (r=.167*, p=.078). The first two were not statistically correlated significantly since the p value was >0.05 implying that a change in narrow, limited range of products cost reduced sales and investment. Significant positive correlations were found between only service specific markets reputation and sales increase (r=.032*, p=.741), only service specific markets reputation and investment rise (r=.058*,p=.549) and only service specific markets reputation and improving profit (r=-0.041*, p=.669). All the correlations were statistically significant since the p value was 0.05 implying that an increase in only service specific markets reputation increase sales, investment and improving profit and the vice versa. Finally, insignificant correlations were found between focus on market for special goods and sales increase (r=0.391*, p=0.120), and and investment rise (r=.0301*,p=0.241). However, a significant relation was found with impoving profit (r=-0.443*, p=.0075).

Table 9: Coefficients of Regression between market focus and Organizational Performance

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std.Error	B	t	Sig.
1	(Constant)	4.030	.374		10.779	.000
	Services/Products provided in low price market segments	.059	.053	.088	1.121	.263
	Only seviues specific markets reputation	.109	.071	.094	1.552	.122
	Empgais on marketing of special services and products	.017	.057	.018	.303	.762

a. Dependent Variable: Organizational Performance

Source: Primary Data (2023)

Results in Table 9, Y=4.030 +0.088 X_1+0.094X_2+0.018X_3+0.018X_4+e Where Y= Organizational Performance.This shows the regression of independent variables are insignificantly associated with market share increase. It demonstrated that services or goods given in lowe price market is insignificantly correlated Organizational Performance (b=0.088,p value=0.263). This implies that a change in services given a a low price did not affect Organizational Performance. Narrow, limited range of products cost was insignificantly correlated with Organizational Performance (b=0.094, p value=0.0122), meaning that narrow, limited range of products costdid not affect , Organizational Performance. Only service specific

markets reputation between employees was significantly correlated with market share growth (b=0.18, p value =0.762). It means that only service specific markets reputation affects Organizational Performance.

4.1 Discussion of Findings

The study demonstrate descriptive statistics of the dependent variable which Organizational Performance in Rwandan brewery sector. With respect to the profit margin , 4.2% of the respondents found that they strongly disagree with profit margin increase, 4.2% of disagree, 12.3% were neutral, 30.5% agreed with an improving profit while 48.7% of the respondents agreed strongly with an increase in improving profit. Results from this research are in line with the observations of Awino (2011) because his study argues that the capacity of making adequate forecasts of shares was on a great influence of market share analysis with expected evidences on structure of market and the effects of marketing actions and brand success. Results indicated that the profit margin in 2017 was 108.4, but 110.3%b in 2018, 73.1 in 2019 and 87.2 in 2021(SBL,2020). This study contradicts the observations of Wanjere (2014). In his study, the analytical approach for predicting the market performance, it was shown that most of brewery firms were able to increase market share, but the operational and transaction costs were higher and of course low profit margin.

In order to determine effect of cost leadership strategy on Organizational Performance, it is very important to start with determining how Skol Brewery Ltd apply cost leadership strategy for its entry and success in the Rwandan Market. Results answers the question on the application of cost leadership strategy in Skol Brewery Ltd in Rwanda. The researcher discussed and contrasted the study findings previous empirical studies conducted on the strategic management strateges and organizational performance. This indicates application of cost leadership was tihht cost for organizational action, improving economies of scale ccost saving efficiency or adequate operation costs decrease. The study proposes that in Rwandan brewery sector there is a significant application and using cost leadership strategies that associate with a research done by Monbiot (2011) who established that only banking institutions that applied cost leadership strategies achieved a significantly increase. This research did not contradict the findings of Farris, *et al*. (2010) which demonstrated that 86.5% argued that firms are encounhtered clear competiuon pressure from old and new. This research indicated that survey results was in line with elements in with the application of reduced cost in terms of the physical infrastructure and possessing correlation with clients. Findings felt correlation between variables. For lowest cost per unit, there was a positive insignificant correlation between lowest cost per unit and sales (r=0.049, p=0.414) and lowest cost per unit with improving profit (r=0.074, p=0.223). However, pricing below competitors is positive correlated with sales increase (r=0.121, p-value=0.044) and investment rise (r=0.102, p=0.091). There are postivie and significant correlations between pricing below competitors and sales increase (r=0.119*, p=0.048). The results were relevant in comparison with concluding remarks of Wanjere, (2014) indicated that 67.8% of respondents confirmed that the strength of generic strategies assesses the mean expected level of profit in sector and their awareness is very important in making decision on what sector to invest in and in identifying the way in which a company may increase its competitive position. The present inferential statistics did not contradict with Machuki and Aosa (2011) by arguing that porter's generic strategies favor organizational success. The study on the correlation between porter generic strategies and strategic orientation at level ($\alpha \leq 0.05$), the discrepancy between top management and market manager's view on porter's generic strategies at level ($\alpha \leq 0.05$),

discrepancy between top managers and manager's view on low cost strategy at the level($\alpha \leq$ 0.05).

The second research objectives amalyzed effect of differentiation strategy on organizational performance of Skol Brewery Ltd in Rwandan brewery sector. In order to respond to this objective, the researcher assessed how differentiation strategy is applied by Skol and Bralirwa.These results relate to some of the previous researches such as the best differentiation focuses on prices and services that were difficult or costly for competitors to imitate since they are trying to overcome, stand, and match for outperforming others (David, 2011), who recommended that differentiation strategies increase companies' performance in less developed countries. There relationship were statistically significant, sine the p value was <0.05 proposing that a change in in highly experienced personnel increased the sales and improving profit and vice versa. For building the brewery reputation within the sector and improving profit (r=0.931**, p=0.000) building the brewery reputation within the sector and investment rise (r=0.680*, p=.003) were positively correlated. The study concurs with the findings of Ebru and Semra (2013) where they asserted that adequate application of differentiation strategy intends to create competitiveness through the provision of exceptional goods that are considered by value characteristics like innovative character and client's services. The results from the present study concur with the research carried out in Asian South East countries by Noel, et al. (2018) indicated that competitive success is assessed the quantity that contains sales and profits. Studies carried out by Chenh et al.(2010) and Saari (2011) demonstrated that the growth In business was examined by sales, growth and net profits as indicators that the performance over time.

The third research objective assessed the effect of market focus on market growth of Skol Brewery Ltd in Rwanda. The researcher begin with the assessment of how market focus strategy is applied by Skol Brewery Ltd. This study did not contradict the work of Machuki and Aosa (2021). In the framework of Slovak Hospital sector that established that focus strategies did not attain expected outcomes. The present study, did not contradict with Ndhirwa (2010, seeing for correlation with competitiveness models in Kenya Telecommunication Sector, the study argued that models adopted are cost reduction,, potential customers, production, establishing imane from various tools.. Analysis of variance indicate a positive relationship of indicators of independent variable to the organizational performance of Safaricom. Therefore, with a p value of 0.000 and f equal to 10.693 of score demonstrating that the general regression possess a positive prediction on performance of Safaricom was viable and credible.

5.0 Conclusion And Recommendations

The study concludes that Skol Brewery Ltd as brewery firms in Rwanda have applied cost leadership strategy within widespread explosive brewery sector. To the first research question, this study concludes that Skol Brewery Ltd applied cost leadership strategy through technological development, low cost , skilled personnel, adjustment, low charges and increasing the number of workers. These strategies has affected positively the Organizational Performance through sales, investment and profit. To the second research objectives and question, the researcher concluded that the Skol Brewery Ltd in Rwanda had applied differentiation strategy which play a significant role to the Organizational Performance. The differentiation strategies applied are: innovating products, marketing and price strategies. The brewery sector in Rwanda adopted innovation differentiation measures like designing, follow up, enhancing quality of products. These strategies has affected positively the Organizational Performance through sales, investment and profit.To the third objective and question, the researcher concludes that the Skol

Brewery Ltd in Rwanda applied market focus strategies that contribute to Organizational Performance. In this regards, client niche market, quality services in specified market place and promotional strategies using communication platforms and advertisement. Generally the performance for strategy was problematic to organization fiuture, doing to the fact that strategies would be planned to give sustainable competitive advatnages with the aim to develop market share. From the review it may be seen that the use of competitive strategies to develop Organizational Performance.There was a good understanding of the theoretical foundation of strategies that had encouraged the competition to enfiorce the strategies and execle in its objectives. The review denoted that a company's competitive advantage was not only produced from the use of one strategy but a link of many strategies.

There is a need to rely on obtaining competitive advantage with low cost within the sector, therefore brewery operating to Rwanda market should revise its pricing to gain its competitive advantage based on low cost in the sector.The firm should adopt also the alliance strategy in a way of increasing flexibility, strengths and reduce weaknesses, access to new markets and technologies, which can be an appropriate strategy to operate on small market like Rwanda.For promoting competitiveness on market, the Government of Rwanda should also review its policy of combination of the very long exclusive rights terms, the contracts duration and rights of priority granted to some enterprises.From the results to the present study, future studies should be done on the following areas: It should be important wither individual competitive strategies measurement are studied against market growth indicators because the finding could be different from ones evidenced in this research. Future research should be done in order to make comparison with other brewery companies to know whether results would be similar. Therefore, the same research should reveal different content.This study measured only three variables, However, there are many variables that may influence Organizational Performance, other studies should assess effect of variables such as corporate governance, resource allocation and so firth on market share in brewery sector. Further studies could assess the effect of competitive strategies on personal success.

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