ESJ Social Sciences

Peer-reviewed

Effects of Focus Strategies on the Financial Performance of Safaricom PLC in Kenya During the COVID-19 Pandemic

Grace Wangui Chege
School of Business, Business Administration,
Africa Nazarene University, Kenya

Doi:10.19044/esj.2026.v22n22p50

Submitted: 18 May 2026
Accepted: 27 August 2026
Published: 31 August 2026

Cite As:
Chege, G.W. (2026). *Effects of Focus Strategies on the Financial Performance of Safaricom PLC in Kenya During the COVID-19 Pandemic.* European Scientific Journal, ESJ, 22 (22), 50. https://doi.org/10.19044/esj.2026.v22n22p50

Abstract

The COVID-19 pandemic disrupted business operations and intensified the need for telecommunications firms to adopt competitive strategies that respond to changing customer needs. This study examined the effect of focus strategy on the financial performance of Safaricom PLC in Kenya during the COVID-19 pandemic. Guided by Porter's Five Forces theory, the study employed a cross-sectional descriptive survey design. The target population comprised 650 management employees at Safaricom PLC's head office in Nairobi. A sample of 248 respondents was selected through simple random sampling, of whom 200 completed the questionnaire. Primary data were collected electronically using a structured five-point Likert-scale questionnaire, an approach that supported safe data collection during COVID-19 restrictions. The data were analyzed using descriptive statistics, Pearson correlation, simple linear regression, and analysis of variance (ANOVA). The findings showed a significant positive relationship between focus strategy and financial performance ($r = .423$, $p < .001$). The regression model was statistically significant ($F(1, 198) = 43.109$, $p < .001$) and explained 17.9% of the variance in financial performance ($R^2 = .179$). Focus strategy was a significant positive predictor of financial performance ($B = .618$, $t(198) = 6.566$, $p < .001$). The study concludes that a well-executed focus strategy can enhance financial performance through customer-oriented products, technological integration, and strategic market segmentation. It recommends

ISSN: 1857-7881 (Print)
e-ISSN 1857-7431 (Online)

continuous market monitoring and alignment of strategies with evolving customer needs.

Keywords: Focus strategy, financial performance, telecommunications, COVID-19 pandemic, Safaricom PLC

Introduction

Organizations increase their profits by undertaking activities such as innovation, which may include introducing new products, improving product quality, adopting new production methods, entering new markets, and reorganizing the industry using new techniques. Porter's Five Forces framework provides a way to analyze an industry by identifying the competitive forces at play. Five distinct competitive approaches are prominent: low-cost provider, broad differentiation, best-cost provider, focused strategy based on low cost, and focused strategy based on differentiation (Thompson Jr. et al., 2022).

This study focuses on a firm's competitive advantage, anchored in Porter's Five Forces theory. It investigates the effect of competitive advantage on the organization's financial performance, an integral component in every business setting, as it measures how well a firm can use assets from its primary operations to generate revenue.

The difficult trials of the business environment in recent decades, characterized by fragmented markets, intensifying competition, rapid technological change, shifting regulatory frameworks, and increasing reliance on non-price competition, have compelled several businesses to examine their competitive strategies closely. Porter (2015) argues that companies gain competitive advantage by identifying new ways to deliver greater value to customers. Innovation can be a key source of competitive advantage and can occur at any point in the value chain. Recent regulatory statistics indicate that by June 2025, Kenya had 73.2 million mobile devices connected to networks and an 83.5% smartphone penetration, confirming that focus strategies based on digital access, mobile broadband, and segmented customer solutions remain relevant in the post-COVID period (Communications Authority of Kenya, 2025).

Communication and relief efforts among the world's key economies have further intensified competition, reducing the globe to a global village with numerous business transactions (McLuhan & Fiore, 2023). Consequently, organizations face stiff competition from both local and foreign competitors. To compete and survive, organizations are implementing numerous competitive strategies to achieve a sustainable competitive advantage.

ISSN: 1857-7881 (Print)
e-ISSN 1857-7431 (Online)

For the telecommunications industry in Kenya, it is important to achieve and maintain competitiveness by developing and implementing robust strategies to improve customer satisfaction. The Kenyan telecommunications industry has three main players: Safaricom, Airtel, and Telkom Kenya, with market shares of 64.4%, 21.4%, and 8.9%, respectively. The sector has over 54.56 million active subscribers. Technological advancements and regulatory restructuring have transformed the industry over the past decade (Communications Commission of Kenya [CCK], 2019). More recent sector data show that mobile subscriptions reached 68.9 million by June 2024, illustrating the continued commercial importance of customer-focused digital services in Kenya (Communications Authority of Kenya, 2024).

To measure key performance indicators, Weidinger and Platts (2012) explain that this involves grouping, analyzing, and generating new data on an organization's performance. Du Randt (2000) showed that performance measurement should lead to performance management. This study examines the relationship between competitive strategies and the financial performance of firms in Kenya's telecommunications industry, specifically investigating the effect of a market-focused strategy on financial performance. In its latest annual report, Safaricom reported that its Vision 2025 strategy supported a 47.8% increase in Group revenue from FY2020 to FY2025, reinforcing the strategic importance of focused investment in technology and customer value (Safaricom PLC, 2025).

Statement of the Problem

The COVID-19 pandemic significantly impacted the financial performance of telecommunication companies in Kenya (Mwangi & Wanjau, 2020). To remain competitive and sustain their operations, these companies adopted various strategies, including a market-focused strategy. However, the effectiveness of this strategy in improving financial performance during the pandemic remains unclear (Mwaura & Kosgei, 2021). Therefore, there is a need to investigate the impact of a market-focused strategy on the financial performance of Safaricom PLC during the COVID-19 pandemic to address this knowledge gap and provide insights for strategic decision-making.

Specific Objective

To investigate the effect of the market-focused strategy on the financial performance of Safaricom PLC in Kenya

Research Hypothesis

H01: There is no significant relationship between the market focus strategy and the financial performance of Safaricom PLC in Kenya.

ISSN: 1857-7881 (Print)
e-ISSN 1857-7431 (Online)

Scope of the Study

While there are multiple telecommunication firms in Kenya, this study focuses on Safaricom PLC, a leading mobile network operator established in 1999. The target population comprises the firm's top, middle, and lower-level managers at the head office in Westland's, Nairobi County, as they are involved in policymaking and operations. This study uses the focus strategy as the independent variable and financial performance (profitability and market share) as the dependent variable.

Literature Review

Porter's theory of competitive strategy provides a useful framework for understanding the market-focus strategy adopted by telecommunications companies during the COVID-19 pandemic. According to Porter (2008), a market-focused strategy involves tailoring a company's products and services to meet the specific needs and preferences of a particular customer segment through market research, segmentation, targeting, and differentiation.

In Kenya's telecommunications industry, the market-focused strategy was a response to changing customer needs during the pandemic. With more people working from home, companies have focused on developing products for this segment, such as affordable data bundles, improved network quality, and digital customer support. Porter (2008) argues that a market-focused strategy effectively differentiates companies from competitors, achieving a sustainable competitive advantage. By targeting specific segments, companies can increase customer loyalty, leading to higher revenue. Recent evidence from Kenya supports this view: Gitonga et al. (2025) found that market penetration strategies explain 61.0% of the variation in the competitive advantage of telecommunications firms.

Empirical Review

An empirical review shows that a market-focused strategy significantly affects financial performance across industries. Chen and Huang (2019) found that the market-focused strategy positively affects financial performance in the Chinese telecommunications industry. Similarly, Musyoka et al. (2022) reported that differentiation strategies significantly influence firm performance among mobile network providers in Kenya.

Mwaura and Kosgei (2021) found that companies adopting a market-focused strategy during the pandemic improved their financial performance in Kenya’s telecommunications industry. They analyzed data from five major companies and found that those focusing on specific customer needs increased revenues and profits. This aligns with Porter's theory that market focus leads to sustainable competitive advantage.

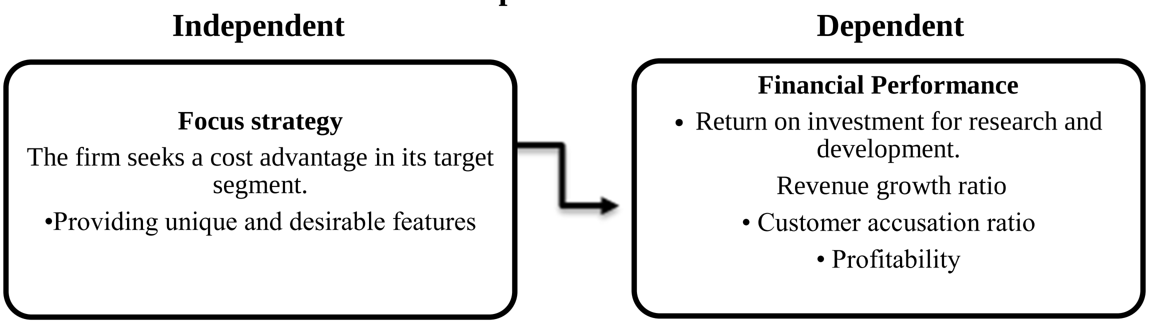
 ISSN: 1857-7881 (Print)
e-ISSN 1857-7431 (Online)

Additionally, Almanthari and Al-Matari (2019) found positive effects of the market focus strategy in the Yemeni banking sector, Amran et al. (2019) in the Malaysian manufacturing industry, and Kuo et al. (2018) in Taiwan's tourism industry. Ngugi (2022) also found that focus cost and differentiation strategies had positive relationships with performance among Kenyan telecommunication firms, strengthening the argument that focus strategy should be continuously aligned with customer needs, demographic segments, and market trends.

Conceptual Framework

The conceptual framework for this study positions the focus strategy as the independent variable and financial performance (measured by profitability and market share) as the dependent variable. The framework is grounded in Porter's Five Forces theory, which posits that competitive strategies, including market focus, directly influence a firm's ability to generate superior financial returns.

Conceptual framework



Methods

Research Design

The research design is a blueprint for the collection, measurement, and analysis of data (Cooper & Schindler, 2014). This study adopted a descriptive cross-sectional survey design to accurately depict the participants and assess the relationship between focus strategies and financial performance at a specific point in time. A cross-sectional survey was appropriate because it allowed for the simultaneous collection of data from multiple respondents, enabling the researcher to describe the characteristics of the study population and establish associations between variables.

Target Population and Sampling

The target population consisted of 650 management employees at Safaricom PLC's head office in Nairobi, drawn from senior, middle, and lower management levels. A sample size of 248 respondents was determined using

ISSN: 1857-7881 (Print)
e-ISSN 1857-7431 (Online)

a power analysis based on the expected effect size and the significance level. Simple random sampling was used to select respondents from each management level, ensuring an equal probability of selection and a representative sample. Table 1 presents the distribution of the sample size.

Table 1: Sample Size and Design

Category	Target Population	Sample Size
Senior Management	400	153
Middle Management	100	38
Lower Management	150	57
Total	650	248

Data Collection Instruments and Procedure

Primary data were collected using a structured questionnaire consisting of closed-ended questions measured on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The questionnaire was selected because it enables efficient collection of standardized data from a large sample, facilitates quantitative analysis, and minimizes interviewer bias. Before the main data collection, a pilot survey was conducted with 25 respondents drawn from the target population but excluded from the final sample. The pilot survey assessed the instrument's clarity, comprehensibility, and internal consistency, and the feedback obtained was used to refine the wording of ambiguous items before the final questionnaire was administered. Given the restrictions on physical gatherings and movement imposed during the COVID-19 pandemic, the questionnaire was distributed electronically via Google Forms to all 248 sampled respondents at Safaricom PLC's head office. Respondents received the survey link through their official work email addresses, and two follow-up reminders were sent at weekly intervals to maximize the response rate. This online mode of administration ensured the safety of both the researcher and respondents while enabling timely and cost-effective data collection.

Validity and Reliability

The validity of the data collection instrument was ensured through expert review and the pilot survey described above. Content validity was assessed by presenting the questionnaire to subject matter experts in strategic management and business research for review and feedback. Construct validity was further supported by grounding the measurement items in established theoretical frameworks. Reliability was assessed using Cronbach's alpha coefficient computed from the pilot survey data. The focus strategy scale yielded a Cronbach's alpha of 0.68, and the financial performance scale yielded 0.90, both considered acceptable for research purposes (Bryman & Cramer, 1997). These values indicate the satisfactory internal consistency of the measurement scales.

ISSN: 1857-7881 (Print)
e-ISSN 1857-7431 (Online)

Data Analysis

Data analysis involved both descriptive and inferential statistics using the Statistical Package for the Social Sciences (SPSS) version 24. Descriptive statistics, including means, standard deviations, frequencies, and percentages, were used to summarize the demographic characteristics and variable data. Pearson correlation analysis was employed to determine the strength and direction of the relationship between focus strategy and financial performance. Multiple linear regression analysis was used to test the hypothesis and establish the predictive relationship between the variables. Analysis of Variance (ANOVA) was performed to test the overall statistical significance of the regression model.

Results

Response Rate

Of the 248 questionnaires administered, 200 were completed and returned, yielding a response rate of 80.6. According to Mugenda and Mugenda (1999), a response rate of above 70% is considered excellent. Therefore, an 80.6% response rate was sufficient for data analysis.

Table 2: Response Rate

Response	Frequency	Percentage (%)
Returned Questionnaires	200	80.6
Unreturned Questionnaires	48	19.4
Total	248	100.0

Demographic Characteristics

The demographic profiles of the respondents are presented in Tables 3 to 5. Regarding gender, 54% of respondents were male and 46% were female. The majority of respondents (41.5%) were aged 31–40 years, followed by 30% aged 41–50 years, 18.5% aged above 50 years, and 10% aged 20–30 years. Educationally, 50% held a bachelor's degree, 37.5% held a postgraduate degree, 10% held a diploma, and 2.5% held a certificate. Regarding work experience, 50% had worked at Safaricom for 5–10 years, 21.5% for 11–15 years, 25% for more than 15 years, and 12.5% for less than 2 years. The respondents comprised lower-level managers (38.5%), middle-level managers (32.5%), and senior managers (29%).

Table 3: Age of Respondents

Response	Frequency	Percentage (%)
Returned Questionnaires	200	80.6
Unreturned Questionnaires	48	19.4
Total	248	100.0

ISSN: 1857-7881 (Print)
e-ISSN 1857-7431 (Online)

Table 4: Level of Education of Respondents

Level of Education	Frequency	Percentage (%)
Certificate	5	2.5
Diploma	20	10.0
Degree	100	50.0
Masters/Postgraduate	75	37.5

Table 5: Occupation of Respondents

Occupation	Frequency	Percentage (%)
Senior Managers	58	29.0
Middle-Level Managers	65	32.5
Lower-Level Managers	77	38.5

Descriptive Statistics for Focus Strategy

Table 6 presents the descriptive statistics for the focus strategy items in this study. The composite mean for the focus strategy was 4.45 (SD = 0.662), indicating strong agreement that Safaricom effectively employed focus strategies. The highest mean was recorded for the item 'Safaricom is known for its committed and highly motivated staff' (Mean = 4.66, SD = 0.479), with 65.5% of respondents strongly agreeing. Similarly, 'Safaricom offers services and products that serve a particular type of customer's needs and preferences' recorded a high mean of 4.62 (SD = 0.490), with 65.5% strongly agreeing. The item 'Safaricom is known for the use of technology' also recorded a high mean of 4.60 (SD = 0.571). The lowest mean was recorded for' the statement'Safaricom offers fair prices by providing better quality products and services' (Mean = 4.02, SD = 0.892), though still indicating agreement. These results suggest that Safaricom's focus strategy is strongly characterized by customer-centricity, technological integration, and motivation.

Table 6: Descriptive Statistics for Focus Strategy

Focus Strategy Item	Agree F (%)	Strongly Agree F (%)	Mean (SD)
Safaricom exploits technology to keep operational costs down and improve quality	67 (33.5%)	129 (64.5%)	4.26 (0.899)
Safaricom offers fair prices by providing better quality products and services	79 (39.5%)	117 (58.5%)	4.02 (0.892)
Safaricom offers services and products that serve a particular type of customer's needs and preferences	69 (34.5%)	131 (65.5%)	4.62 (0.490)
Safaricom segments its products based on the benefit sought by customers	89 (44.5%)	108 (54.0%)	4.54 (0.646)
Safaricom is known for its committed and highly motivated staff	69 (34.5%)	131 (65.5%)	4.66 (0.479)
Safaricom is known for the use of technology	81 (40.5%)	116 (58.0%)	4.60 (0.571)
Composite Mean and Standard Deviation			4.45 (0.662)

 ISSN: 1857-7881 (Print)
e-ISSN 1857-7431 (Online)

Key informant interviews were conducted with Safaricom employees on the focus strategy and its effect on the company's financial performance. When asked what they thought the significance of the strategy was in the organization, they noted the following:

"One of the key benefits of the focus strategy is operational efficiency. By concentrating our resources on specific areas, we have streamlined our operations and achieved cost savings. This has directly contributed to our bottom line."

When asked what challenges the focus strategy caused, they had the following to say: "While the focus strategy has yielded positive results, it also comes with challenges. We need to be careful not to over-rely on a single segment, as market conditions can change rapidly."

Overall, feedback from Safaricom employees suggests that the focus strategy has been instrumental in driving positive financial performance for the company. However, Safaricom must continuously monitor market dynamics to mitigate potential risks associated with narrow segmentation.

Inferential Statistics

Correlation and regression analyses were conducted to determine the relationship between the focus strategy and the financial performance of Safaricom PLC in Kenya during the COVID-19 era. These findings were further supported by hypothesis testing.

Correlation Analysis

A Pearson correlation analysis was conducted to determine the relationship between focus strategy and financial performance. The results revealed a significant positive relationship ($r = .408$, $p < .001$)

Regression Analysis

A simple linear regression analysis was conducted to test the hypothesis that the focus strategy significantly predicts financial performance. Table 7 presents the regression results.

Table 7: Regression Coefficients

Model	B (Unstandardized)	Std. Error	t	Sig.
(Constant)	1.056	0.422	2.504	.013
Focus Strategy	0.618	0.094	6.566	<.001

Note. Dependent Variable: Financial Performance. $R = .423$, $R^2 = .179$, $n = 200$.

The unstandardized regression coefficient for the focus strategy was $B = .618$, indicating that each unit increase in the focus strategy was associated with a .618-unit increase in financial performance. The coefficient was statistically significant, $t(198) = 6.566$, $p < .001$, confirming that the focus strategy was a significant individual predictor of financial performance.

ISSN: 1857-7881 (Print)
e-ISSN 1857-7431 (Online)

ANOVA

ANOVA was used to assess the overall goodness of fit of the regression model. Table 8 presents the ANOVA results of the study.

Table 8: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	22.241	1	22.241	43.109	< .001
Residual	102.154	198	0.516		
Total	124.395	199			

Note. Dependent Variable: Financial Performance; Predictors: (constant), Focus Strategy.

The ANOVA results confirm that the overall regression model was statistically significant, $F(1, 198) = 43.109$, $p < .001$, indicating that the focus strategy significantly predicted financial performance.

Hypothesis Testing

H01: The ANOVA F-test yielded $F(1, 198) = 43.109$, $p < .001$, which was less than the significance level of .05. Consequently, the null hypothesis—that there is no significant relationship between market focus strategy and the financial performance of Safaricom PLC—was rejected. The alternative hypothesis was accepted. The regression coefficient for the focus strategy ($B = .618$, $t(198) = 6.566$, $p < .001$) was statistically significant, confirming that the focus strategy was a meaningful and significant predictor of financial performance ($R = .423$, $R^2 = .179$, $n = 200$).

Discussion

The findings demonstrate that Safaricom's focus strategy, characterized by tailored products, technological integration, and motivated staff, significantly enhanced its financial performance. This aligns with Porter's Five Forces theory, which posits that a well-executed focus strategy creates a sustainable competitive advantage by enabling a firm to serve a specific segment better than broadly focused competitors. The positive correlation ($r = .408$, $p < .001$) and significant regression model, $F(1, 198) = 43.109$, $p < .001$, confirm that the focus strategy was a meaningful predictor of financial performance.

These findings are consistent with those of previous empirical studies. Mwaura and Kosgei (2021) found that Kenyan telecommunication companies adopting a market-focused strategy improved their financial performance during the pandemic. Atikiya (2015) similarly revealed that focusing on a market segment with growth potential guarantees increased sales. Safaricom's M-PESA platform exemplifies this strategy, tapping into Kenya's large, unbanked population to drive revenue growth. Furthermore, Gitonga et al. (2025) found that market penetration strategies explained 61.0% of the

ISSN: 1857-7881 (Print)
e-ISSN 1857-7431 (Online)

variation in competitive advantage among Kenyan telecommunications firms, reinforcing the strategic importance of focus strategies in this sector.

However, the study also highlights the risk of overreliance on specific market segments, which could expose the company to vulnerabilities during market downturns. This underscores the need for continuous market monitoring and adaptability, as emphasized by Lynch (2003), who noted that niche markets can disappear over time because of changes in customer preferences and market dynamics.

Conclusions

This study concludes that Safaricom PLC successfully employed focus strategy techniques to enhance its financial performance during the COVID-19 pandemic. By focusing on specific customer needs, leveraging technology, and maintaining a motivated workforce, the company improved its market share and profitability. These findings strongly support Porter's Five Forces framework, demonstrating that a well-executed focus strategy provides sustainable competitive advantage. The statistically significant regression model, $F(1, 198) = 43.109$, $p < .001$, and the significant unstandardized regression coefficient ($B = .618$, $t(198) = 6.566$, $p < .001$) confirm that the focus strategy was a significant predictor of financial performance ($R^2 = .179$), explaining 17.9% of the variance in financial performance. The study further establishes that Safaricom PLC requires careful market segmentation, thorough competitor analysis, and continuous monitoring of customer preferences to remain agile and adapt its focus strategy to evolving market trends, thereby sustaining its long-term financial success.

Limitation of the study

This study provides valuable insights; however, several limitations must be acknowledged. First, the research was conducted as a single-company case study focusing exclusively on Safaricom PLC, which limits the generalizability of the findings to other telecommunication firms or industries. Second, the study employed a cross-sectional design, capturing data at a single point in time during the COVID-19 pandemic; therefore, it cannot definitively establish long-term causal relationships as market conditions evolve. Third, the Cronbach's alpha coefficient for the focus strategy scale was 0.68. Although this is slightly below the conventional 0.70 threshold, it remains acceptable for exploratory social science research, as supported by Bryman and Cramer (1997). Finally, the study relied on self-reported, cross-sectional questionnaire data, which may be subject to response bias and common-method bias. Future research could address these limitations by adopting longitudinal designs across multiple firms.

 ISSN: 1857-7881 (Print)
e-ISSN 1857-7431 (Online)

Recommendations

Based on these findings, telecommunication companies in Kenya should adopt policies that emphasize strategic elements, including customer-centric product innovation, technological integration, and investment in motivated human capital. Management should ensure continuous market segmentation and competitor analysis to adapt to evolving market trends and competitive forces. Given the rapid growth of digital services, smartphone penetration, and mobile broadband subscriptions, future strategies should emphasize digital inclusion, affordable data access, cybersecurity readiness, and customer-focused innovation (Communications Authority of Kenya, 2025; Safaricom PLC, 2025). Policymakers should support regulations that foster fair pricing practices and infrastructure development to promote sustainable growth in the telecommunications industry.

Areas for Further Research

Future research should investigate the effects of competitive strategies on financial performance in other telecommunications companies across different regions to assess the generalizability of the findings. Additionally, future studies could explore the long-term post-pandemic impacts of focus strategies and examine the moderating role of regulatory policy on the relationship between competitive strategies and financial performance.

Conflict of Interest: The author reported no conflict of interest.

Data Availability: All data are included in the content of the paper.

Funding Statement: The author did not obtain any funding for this research.

Declaration for Human Participants:

This research followed the research authorization and ethical requirements of Africa Nazarene University and the National Commission for Science, Technology, and Innovation (NACOSTI), Kenya. The study was authorized by Africa Nazarene University and licensed by NACOSTI (Research License No. NACOSTI/P/22/16440; Reference No. 526088; issued 18 March 2022). Consent was sought from all participants before data collection. Participants were assured of confidentiality and anonymity, and no names were collected through the questionnaire.

References:

1. Almanthari, A., & Al-Matari, E. M. (2019). The impact of competitive strategies on financial performance in the Yemeni banking sector. Journal of Business and Management, 21(5), 45-56.

ISSN: 1857-7881 (Print)
e-ISSN 1857-7431 (Online)

2. Amran, A., Lee, S. P., & Ooi, S. K. (2019). Competitive strategies and firm performance: Evidence from the Malaysian manufacturing industry. Asian Academy of Management Journal, 24(1), 123-145.
3. Atikiya, R. (2015). Effect of competitive strategies on the performance of manufacturing firms in Kenya. Unpublished doctoral dissertation, Jomo Kenyatta University of Agriculture and Technology.
4. Bryman, A., & Cramer, D. (1997). Quantitative data analysis with SPSS for Windows: A guide for social scientists. Routledge.
5. Communications Authority of Kenya (CAK). (2024). Sector statistics report for the fourth quarter of the financial year 2023/2024. Communications Authority of Kenya (CAK).
6. The Communications Authority of Kenya. (2025). Sector statistics report for the fourth quarter of the financial year 2024/2025.
7. The Communications Authority of Kenya. Communications Authority of Kenya. Retrieved from CA Digital Repository (Kenya., 2018–2019)
8. Chen, Y., & Huang, J. (2019). Market focus strategy and financial performance in the Chinese telecommunications industry. International Journal of Business and Economics, 14(2), 89-104.
9. Cooper, D. R., & Schindler, P. S. (2014). Business research methods (12th ed.). McGraw-Hill/Irwin.
10. Du Randt, P. (2000). Performance measurement to performance management. Management Decision, 38(3), 154-161.
11. Gitonga, M., Kariuki, P., & Kimani, S. (2025). Market penetration strategies and competitive advantage among telecommunication firms in Kenya. Journal of Strategic Management, 9(1), 22-38.
12. Kuo, S. Y., Lin, P. C., & Lu, C. S. (2018). The effects of competitive strategies on performance in Taiwan's tourism industry. Tourism Management, 65, 1-12.
13. Lynch, R. (2003). Corporate strategy (3rd ed.). Prentice Hall.
14. (McLuhan, The medium is the massage: An inventory of effects., 2001)
15. Mugenda, O. M., & Mugenda, A. G. (1999). Research methods: Quantitative and qualitative approaches. Acts Press.
16. Musyoka, J., Arasa, R., & Ombuki, C. (2022). Differentiation strategies and firm performance among mobile network providers in Kenya. International Journal of Economics, Commerce and Management, 10(4), 1-15.
17. Mwangi, J., & Wanjau, K. (2020). The impact of COVID-19 on the financial performance of telecommunication companies in Kenya. Journal of Finance and Accounting, 8(3), 45-58.
18. Mwaura, P., & Kosgei, D. (2021). Market-focused strategy and financial performance during the COVID-19 pandemic: Evidence

 ISSN: 1857-7881 (Print)
e-ISSN 1857-7431 (Online)

from Kenya's telecommunications industry. African Journal of Business Management, 9(2), 112-128.
19. Ngugi, P. K. (2022). Focus cost and differentiation strategies and performance among Kenyan telecommunication firms. Journal of Management and Strategy, 13(1), 34-49.
20. Porter, M. E. (2008). Competitive strategy: Techniques for analyzing industries and competitors. Free Press.
21. Porter, M. E. (2015). Competitive advantage: Creating and sustaining superior performance. Free Press.
22. Safaricom PLC. (2025). Annual Report and Financial Statements 2025. Safaricom PLC.
23. Thompson Jr., A. A., Strickland, A. J., & Gamble, J. E. (2022). Crafting and executing strategy: The quest for competitive advantage (23rd ed.). McGraw-Hill Education.
24. Weidinger, S., & Platts, K. (2012). Key performance indicators and their measurement. International Journal of Operations & Production Management, 50(1), 45-60.