EFFECTS OF STRATEGIC REPOSITIONING ON THE PERFORMANCE OF SELECTED SMALL AND MEDIUM ENTERPRISES (SMES) IN RIVERS STATE, NIGERIA

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Abstract
This work examined how strategic repositioning related with the performance of Small and Medium Enterprises (SMES) in Rivers State, Nigeria. A cross sectional survey was adopted because the variable were not under the control of the researcher. The population of 1200 SMEs were identified. However, a total sample size of 291 was derived. Thus, questionnaire was distributed to 291 owner – managers of the selected SMEs in Rivers State. The systematic sampling technique was used in this study, from the questionnaire administered, only 254 copies which represented 87.3% were correctly filled and retrieved. The data was analyzed using the Pearson product moment correlation statistical tool in order to ascertain the relationship between the variables. The result revealed that cost leadership strategy, product differentiation strategy and focus strategy significantly positively relate with the performance of SMEs. Thus, it was concluded that a more intensified strategic repositioning will help boost the performance of SMEs. Among other, the study recommended that the managers of SMEs should add some level of innovation to their product in order to create a perceived differentiation in the mind of customers so as to boost their performance.

Key words: Strategic Repositioning, Product Differentiation Strategy, Cost Leadership Strategy, Focus Strategy, Performance of SMEs, Innovation.

Introduction

The radical transformation of the business world, coupled with the high proliferation of the business environment, has made most firms to intensify their competitive strategy in order to outperform their rivalries. The performance of Small and Medium Enterprises (SMES) is necessary than ever if they must survive the test of time. The performance of SMES is becoming more important because it is the major driver and indices for the level of modernization, industrialization, urbanization and a major source of meaningful and gainful employment for all who are willing and able to work (Abiodun & Harry, 2014). The performance of SMEs is paramount because it boost employment growth at a higher rate than big firms (Storey, 1994). The success of any economy, depend to a large extent on the success of its SMEs because they help in poverty reduction, boost employment, increase output, enhance innovation in technology and uplifting in standard of living (Abiodun & Harry, 2014).

The SMEs has been recognized to be the bedrock for economic development, and at such, their performance is paramount. Organizational performance is defined as how well an organization achieves its predetermined goal. Mullin (2003) defined organizational performance as how well a firm is managed, and the value the firm delivers to customers and stakeholders. Furthermore, organization performance is the key indicator of all successful firms. In line with this assertion, Gavrea, Ilies and Stegerean (2011) argued that continues performances is the main focus of any firm because it is only through high performance that organizations are able to grow and remain competitive. SMEs are social system which interact with the various variables from the immediate and external environment. The ability to these firms to adopt a repositioning strategically in the industry will go a long way to influencing their performance and resilience. An organization is said to have a high performance if it is able to use its limited resources to achieve its predetermined goals, irrespective of the forces from the environment.

The inability of most SMEs to strategically reposition their organization in the industry has over time resulted in high mortality rate of the firm. As the business environment gets more complex and dynamic, only firms that are strategically position would be able to absorb and withstand the challenges. Strategic reposition can be defined as a conscious adaptation to a dynamic environment, representing a fundamental shift in the value proposition of the firm (Turner, 2003). Repositioning strategy enable organizations to be able to progress to a more favorable position which is vital to the success and survival of the organization. Repositioning has been employed as essential to organizational transformation (Dunphy & Stace, 1993), as an integral to strategic response in a complex environment (Eisenhardt & Brown, 1999). Repositioning simply refer to a firm ability to change the way in which their product or service is conceived by customers in the marketplace. Turner (2003) further asserted that strategic reposition involve a fundamental shift of the firm value proposition as it seeks to change its target market segments or its differential advantage. Thus, strategic repositioning is paramount for SMEs in order to achieve optimal performance.

The performance of SMEs is indisputable because of their contribution to the economic growth. Abiodun and Harry (2014) noted that 98% of business in the manufacturing sector in Nigeria as at 2002 were SMEs, and they observed that 76% of the workforce where in SMEs. They further asserted that the SMEs employed more that 80% of the workforce in the agricultural sector. This figure has over time increased drastically. Considering the contribution of SMEs, to the natural wellbeing, it is thus important that they employ a strategic approach that will enhance their sustainability. There are basically three basic aspect to be considered when adopting a repositioning strategy. These are; the external environment the firms strategic capability in terms of its competence and resources and the culture of the organization. A critical analysis of these three basic aspect will enable the firm to strategically reposition their goods or services in the industry.

Ensuring a unique strategic position is however directly associated to the ability of the firm to created value that differ from that offered by competitors. Observations have revealed that must SMEs fizzle out over a short due to poor performance and inability to compete with bigger firm. Munene (2013) maintained that for organization to enhance their profitability, they must put in place strategies to reposition the firm to enhance their overall performance. Repositioning can be useful to firms with substantial capability and skills that seek to maximize their assets. Organizations that are well positioned, possesses some attribute that enable them to achieve strategic goals in a seemingly effortless manner (Bischoff, Buck, Cohen & Greenhalgh, 2015). Ngoo (2016) maintain that the sustainability and success of any firm in a stiff competitive environment is determined by its choice of strategy. Kotler and Keeler (2006) posited that strategic positioning is all about designing the image and offering of a company to occupy a distinct and unique position in the mind of the target market. Repositioning is a creative undertaking which involves differentiation whereby an existing product in an overcrowded market place of similar products is given a distinct positioning in the mind of the targeted market.

The main goal of strategic repositioning is to predict a favorable image in the mind of consumers. Porter (1985) gave three dimensions of strategic repositioning, which is popularly called the generic strategies. These repositioning strategies are cost leadership strategy, focus strategy and differentiation strategy. Ries and Trout (1981), did a comprehensive research in their work titled, "Positioning: The battle of your mind". They argued that an organization that establishes and sustain a distinctive position for itself and its offerings to the consumer, such firm is said to be successfully positioned. Kald, Nilsson & Rapp (2000) identified seven approaches of strategic positioning: positioning based on the characteristics of product or benefit to customer, positioning based on pricing strategy, positioning strategy based on the class of the product, positioning strategy based on process of product, positioning strategy based on use or applications, positioning strategy that is based on competitors and positioning strategy that is based on cultural symbols. However, Porter repositioning strategy seem to have gained more acceptance based on its attribute to reposition a firm product in the midst of stiff rivalries.

Over the years, many researchers have examined how to enhance the performance of the SMEs so as to boost the national economic wellbeing. Eniola and Entebang (2015), examined how government policy can enhance the performance of SMEs in Nigeria. Vixathep (2014), also examined the effect of entrepreneurship and government policy on the performance of SMEs in Laos. Olufemi, Jubril, Banjo and Peter (2018), examined strategic positioning and performance in the tourism sector in Nigeria. Despite the various scholarly work on how to enhance the performance of the SMEs in Nigeria, there is a dearth of empirical evidence on how strategic repositioning relates with the performance of SMEs. It is this observed lacuna in the field of strategic management that has informed this study. Thus, the main aim of this study is to examine the relationship between strategic repositioning and performance of SMEs in Rivers State, Nigeria.

Review of Related Literature

This work is anchored on dynamic capability theory. The term "dynamic capability" was first introduced in the 19ths. Teece, Pisano and Shuen (1997) maintained that it is the firm's ability to integrate, build and reconfigure internal and external competences to address rapidly changing environment. One of the main assumption of this theory is that an organization's basic competences should be used to create short term competitive positions that can be developed into longer-term competitive advantage. The dynamic capabilities view focuses more on the issue of competitive survival in response to rapidly changing contemporary business conditions. The ability to achieve new forms of competitive advantages by being flexible and fast in dealing with changing market environment is what Teece, Pisano and Shuen (1994) referred to as dynamic capability.Dynamic capability theory expand on two fundamental issues the first being the firm's ability to renew competences so as to adapt to changes in the business environment and the second being the ability of strategic management to use these competences to match the requirements of the environment. Gizawi (2014) asserted that the dynamic capabilities theory adds to the resource based view by attempting to improve theory by explaining the nature of sustainable competitive advantage, while also intending to inform managerial practices.

The dynamic capability theory explains that the way firms develop specific competences of respond to changes in the business world is ultimately related to the firm's business processes, market position and opportunities.

Strategic Repositioning

Strategic position is concerned with the impact of strategy on the external environment, internal resources and competences, and the expectations and influence of stakeholders. Currently, a consideration of the environment, strategic capability, the expectations and the purposes within the cultural and political framework of the organisation provides a basis for understanding the strategic position of an organisation (Johnson & Scholes, 2005). It is important to take account of the future and to assess whether the current strategy is a suitable fit with the strategic position. If not, the organisation needs to determine what changes it needs to make and whether it is capable of effecting such changes.Strategic positioning is outward-focused, more fully recognizing the competitive and market environment in which an organization operates.Positioning defines an organization's specific niche within its sphere of influence. With a strong strategic position, the organization is poised for ongoing success, sustainability, and distinct competitive advantage. As Lovelock (1984) rightly puts it, positioning is more than just mere promotion and advertising. Positioning can be derived from competition, application and object attributes, types of consumers involved or by the particular characteristics of the product. These traits represent different approaches in developing positioning strategies, though they all have a common goal of depicting a favorable image in the minds of the consumer.

Repositioning strategy is therefore the act of projecting a firms product to occupy a certain favorable position in the minds of prospective consumers. Therefore a particular firm's product/services is competitively positioned relative to all other markets products in the minds of prospective consumers (Aulakh & Kotabe, 1997). Ries and Trout (1986) proposed that positioning is what is done to the mind of the prospect, thus they called it 'the battle for your mind'. This was endorsed by Kotler (2000), who defined positioning as 'the act of designing the company's offerings and image to occupy a distinct place in the target market's mind'.

Arnott (1992) similarly stated that 'positioning is the deliberate, proactive, iterative process of defining, modifying and monitoring consumer perceptions of a marketable object'. Webster (1991) brought the discussion into the strategy domain, referring to the 'firm's value positioning', which is defined as ‘the firm’s unique way of delivering value to customers’. Evidence supports a positive relationship between company performance and clearly defined and well-formulated positioning activities (Porter, 1996).

Cost Leader Strategy

Cost leadership is perhaps the clearest of the three dimensions of strategic repositioning. In it, a firm sets out to become the low-cost producer in its industry. The sources of cost advantage are varied and depend on the structure of the industry. They may include the pursuit of economies of scale, proprietary technology, preferential access to raw materials, and other factors. Low-cost producer status involves more than just going down the learning curve. The Price-Quality approach is one of the significantly and widely used approaches by firms when positioning (Zamani& O’Regan 2013). Porter (1985) pointed out that a cost leader must achieve parity or proximity in the bases of differentiation relative to its competitors to be an above-average performer, even though it relies on cost leadership for its competitive advantage.

Focus strategy

Focus strategy involvesthe firm concentrates on a selected few target markets. It is either called a focus strategy or niche strategy (Ritika, 2013). It is believed that by focusing afirm efforts on one or two narrow market segments and tailoring the firm resources to these specialized markets, the organization can better meet the needs of that target market. The firm typically looks to gain a competitive advantage through effectiveness rather than efficiency. It is most suitable for relatively small firms but can be used by any company. As a focus strategy it may be used to select targets that are less vulnerable to substitutes or where a competition is weakest to earn above-average return on investment (Ritika, 2013).

The advantage of using a focus strategy is that firms often develop tremendous expertise about the goods and services that they offer and thus reposition them in the industry.

Product differentiation strategy

Product differentiation is a repositioningstrategy whereby firms attempt to gain a competitive advantage by increasing the perceived value of their products and services relative to the perceived value of other firm's products and services (Rahman, 2015).According to Anderson (2012), a homogeneous product is one that cannot be distinguished from competing products from different suppliers. The opposite of a homogeneous product is a differentiated product. Murphy (2007) stated that successful differentiation has three aspects: commanding a premium price for a product, increasing sales because of additional buyers won over by the differentiating features and gaining buyer loyalty to its brand. He further argued that a product is differentiated if consumers perceive it to have properties, which make it distinct from rival products or services, and ideally unique in some particular way and difficult to emulate.

In satisfying individual customer’s needs, quality has become a major differentiating factor among products. As a result, customers are willing to pay more for products that cater to their individual size, taste, style, need or expression.

Differentiation strategies are based on providing buyers with something that is different or unique, that makes the company’s product or service distinct from that of its rivals.

Successful product differentiation strategies lead to superior performance and competitive advantage (Porter, 2004).

Organizational performance

Small and medium enterprises (SME) performance forms a very important part of the Nigerian economy. The SME sector is a major engine which encourages the growth of jobs and wealth creation in the country’s economic system. SMEs performance act as a significant part that is linked to the strengthening and enhancement of the development of the country (Enila & Ektebang, 2014). The SME performance and growth in manufacturing, agriculture, services, and so on, has been considered as the engine drive and has contributed to the Nigeria economy. Sustainable growth and the increase of SME performance, competitiveness will open numerous doors for employment opportunities, tangible and intangible assets (investment) in the environment (Enila & Ektebang, 2014).

Asin most national economies Small and Medium Enterprises are an essential mechanism in achieving development and growth of Nigeria's economy. The 2012 enterprise baseline survey revealed that there are 17, 284, 671 Small and Medium Scale Enterprises in Nigeria, employing 32,414,884 persons and contributing 46.54 per cent of the nation's Gross Domestic Product in nominal terms (SMEDAN, 2011). SMEs are considered the life blood of many economies and Nigeria is not left out. SMEs are very crucial in most economies including Nigeria in that they contribute a lot in terms of GDP and employment (Ofor, 2016).

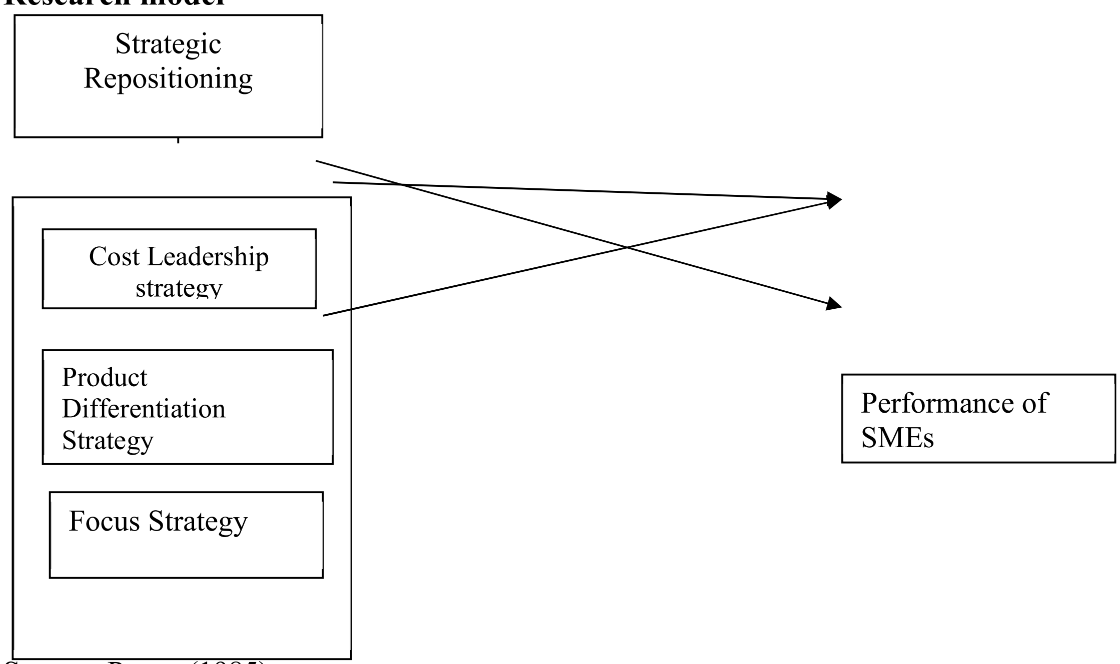
The SME sector of the economy cannot be overlooked because it plays a very important role in a nation's economy and this is true for both developed and developing countries. They also form a high proportion of business activities and engender more employment opportunities than the large corporations in recent years (Ade, 2014).

Empirical Review

The successful repositioning strategy is seen as the main source of achieving high performance. Firms that are able to strategically reposition itself in the market, stand the chance of achieving higher performance. Gachimu and Njuguna (2017), examined the relationship between strategic positioning and financial performance of commercial banks in Kenya. A descriptive survey research design was employed in the study. A total of 361 bank managers from 43 commercial banks in Kenya formed the target population. A stratified sampling was used. The study sample size was 108 respondents from 43 banks in Kenya. Questionnaire was used to gather data from respondent and the data was analyzed using a multiple regression test. The result of their analysis, revealed that market segmentation, product focus strategy, technological innovation and location which were the four dimensions of strategic positioning had a significant relationship with financial performance of the commercial banks in Kenya.

Tharamba, Rotich and Anyango (2018), investigated the effect of strategic positioning on the firm performance in the telecommunication firms in Kenya. They employed a descriptive research design using a census approach. The target population of their study were employees in the marketing department as well as research and development department. A multiple regression analysis was used in analyzing the data so as to determine the relationship between the variables. They observed from their findings that strategic positioning influences positively the performance of telecommunication firms in Kenya. Muriet (2011) carried out a study where he examined the relationship between strategic positioning and performance of commercial banks in Kenya. They found that strategic positioning do positively and significantly relate with organizational performance. This implies that strategic positioning enhances profitability and stability of banks. Okoth (2015), investigated the relationship between strategic positioning and performance of insurance firms in Kenya. The study employed cross sectional descriptive survey design. 41 registered insurance firms make up the population of the study. The data for the study was through the use of questionnaires. The data was analyzed revealed that the performance of insurance firms was positively related to positioning by price (cost leadership strategy) of which the correlation value was 0.149 and p-value was 0.015. Positioning by product was also significantly related to the performance of the insurance firm. All dimensions of strategic positioning was significantly positively related to performance. Timothy and Soutar (2008), studied the relationship between strategic positioning and performance in the educational services industry in Australia.The study adopted a survey design. They find out that strategic positioning (cost leadership, differentiation and focus) do enhance the performance of educational institutions. They maintained that educational institutions key success is to have a coherent strategy that enables the institution to position itself within selected market and to build a competitive stand based on some degree of differentiation or cost leadership. Mungai and Ogot (2017), studied the relationship between generic strategies and firm performance of informal sector micro-enterprises in Kenya. 135 respondent served as the sample size of the study, and the Pearson correlation coefficients was used in testing the hypothesis. They observed that firm that pursue differentiation strategy had higher revenue growth. Munene (2013), investigated the relationship between strategic positioning and organizational performance of the top five oil companies in Kenya. The cross sectional survey design was used, the five top oil companies in Kenya served as the population of the study, the purposive sampling technique was adopted. Data were collected through self-administered questionnaire, the findings of the study revealed that cost and promotion, differentiation strategy, perceived quality of service and pricing strategy were employed by firms to enhance their performance. They observed a significant positive relationship between strategic positioning and organizational performance.

Research model



Source: Porter (1985)

Figure 1. A conceptual framework showing the relationship between strategic positioning and performance of SMEs.

Objectives of the study

1 To examine the relationship between cost leadership strategy and performance of SMEs in Rivers state, Nigeria
2 To examine the relationship between product differentiation strategy and performance of SMEs in Rivers state, Nigeria
3 To examine the relationship between market focus strategy and performance of SMEs in Rivers state, Nigeria

Research Questions

The following research questions serve as a guild in order to achieve the aim of this work.
1 What is the relationship between cost leadership strategy and performance of SMEs in Rivers State, Nigeria?
2 What is the relationship between product differentiation strategy and performance of SMEs in Rivers state, Nigeria?
3 What is the relationship between focus strategy and performance of SMEs in Rivers state, Nigeria?

Research Hypotheses

The following null hypotheses were formulated in this study

- Ho_1 There is no significant relationship between cost leadership strategyand performance of SMEs in Rivers State, Nigeria.
- Ho_2 There is no significant relationship between product differentiation strategy and performance of SMEs in Rivers State, Nigeria.
- Ho_3 There is no significant relationship between focus strategy and performance of SMEs in Rivers State, Nigeria.

Methodology

In order to achieve the earlier stated objectives, a survey was carried out among small and medium enterprises in Rivers state. A total population of 1200 small and medium enterprises in Rivers state was identified in the study. However, the Krejcie and Morgan (1970) table for sample size determination was used to arrive at a total sample size of 291. Thus, a total of 291 questionnaire was distributed to owner-managers of SMEs which served as the respondent of this study. The systematic sampling technique was used in this study. This technique was used because it gives a true representative of the entire population and reduces the tendency for researcher bias in selecting the sample case. The independent variable (strategic repositioning) was measured in terms of product differentiation strategy, cost leadership strategy and focus strategy. Each construct was measured with four items as contained in Goktan (2005).The test-retest reliability was used to test the internal consistency of the research instrument for the three dimensions (product differentiation strategy and cost leadership strategy and focus strategy) the instrument were deemed to be reliable with a Cronbach alpha value of 0.84, 0.76 and 0.81 respectively. The dependent variable (performance of SMEs) was measured with a set of 7items. The reliability of the items for performance gave a Cronbach value of 0.82. Items were rated on a 4-point Likert scale ranging from 1-strongly disagreed, 2-disagree, 3-agree and 4-strongly agreed. The Pearson product moment correlation statistical analysis was used in analyzing the earlier state hypotheses through the help of Statistical Package for Social Sciences (SPSS) version 21, in order to ascertain the relationship between strategic repositioning and performance of SMEs.

Result

Out of the 291 questionnaire distributed to respondent, only 254 (81.4%) copies were retuned. Thus, the analysis was based on the 254 copies completely filled and returned from respondent.The hypotheses test is undertaken at a 95% confidence interval implying a 0.05 level of significance

Decision Rule:

Where $P < 0.05$ = Reject the null hypotheses

Where $P > 0.05$ = Accept the null hypotheses

Table 1 Relationship between Cost Leadership Strategy and Organizational Performance

Correlations

		Cost Leadership Strategy	Organizational performance
Cost Leadership Strategy	Pearson Correlation	1	.683**
	Sig. (2-tailed)		.000
	N	254	254
Organizational performance	Pearson Correlation	.683**	1
	Sig. (2-tailed)	.000	
	N	254	254

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data, 2018

The result of the data analysis shows a significant level $p < 0.05$ (0.000< 0.05). The r = 0.683, showing high positive correlation between the variables. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted.

Table 2 Relationship between product differentiation strategy and organizational performance

Correlations

		Product Differentiation Strategy	Organizational Performance
Product Differentiation Strategy	Pearson Correlation	1	.449
	Sig. (2-tailed)		.004
	N	254	254
Organizational Performance	Pearson Correlation	.449	1
	Sig. (2-tailed)	.004	
	N	254	254

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data, 2018

The result of the data analysis shows a significant level $p < 0.05$ (0.004< 0.05). The r = 0.449, showing positive correlation between the variables. The findings reveal a positive relationship between the variables. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted.

Table 3. Relationship between Focus andorganizations Performance

Correlations

		Focus Strategy	Organizational performance
Focus Strategy	Pearson Correlation	1	.422
	Sig. (2-tailed)		.000
	N	245	245
Organizational performance	Pearson Correlation	.422	1
	Sig. (2-tailed)	.000	
	N	245	245

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data, 2018

The result of the data analysis shows a significant level $p < 0.000$ (0.000< 0.05). The r = 0.422, showing positive correlation between the variables. The findings reveal a positive relationship between the variables. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted.

Discussion of Finding

Drawing from the analysis of the research hypotheses of the study, the result revealed a significant positive relationship between strategic positioning and organisational performance of SMEs.

Cost Leadership Strategy and Performance of SMEs

According to table 1, the result of the analyses revealed that there is a noteworthy relationship between cost leadership strategy and organizational performance of SMEs. This was manifested given that the P-value (0.000) was less than 0.05. Thus the null hypotheses was rejected and the alternate accepted. Furthermore, the correlational value of 0.683 indicated that cost leadership strategy have a high relationship with performance of SMEs, this implies that the ability of SMEs to successfully adopt cost leadership strategy in their firm will go a long way to affect their performance positively. Creating a product of similar product with that of competitors and offering the product at a price below that of competitions will help get the attention of consumers and thus influence the wellbeing of the organization. Thus findings agree with that of Okoth (2015) which found that positioning by price had a significant positive relationship with organizational performance. Furthermore, this findings align with that of Munene (2012) which observed that pricing strategy (cost leadership strategy) do positively affect the performance of firms.

Product differentiation strategy and performance of SMEs

According to table 2, the bivariate analysis which examined the relationship between product differentiation strategy and performance of SMEs, revealed that product differentiation strategy positively had a significant relationship with performance of SMEs with the P-value of 0.004 ($P<0.05$). This implies that product differentiation affect the performance of SMEs. Again, the correlation of 0.449 indicated product differentiation strategy have a positive and moderate linear relationship with performance of SMEs. Hence, the null hypotheses was rejected and the alternate accepted. This implies that when there is a vested interest in creating the perceived sense of differentiation in the mind of the target market, such strategy moderately enhances the performance of the firm. This finding concurred with that of Mungan and Ogot (2017) who found that firm which pursue differentiation strategy had higher revenue growth. The findings further consolidated that of Tharamba, Fitich and Anyango (2018) whose research revealed that strategic positioning do influence positively the performance of organizations.

Focus strategy and performance of SMEs

From the bivariate analysis in table 3, the result revealed that there is a noteworthy relationship between focus strategy and the performance of SMEs. The result (P-value; 0.00 and $r=0.422$) revealed that there is a positive significant relationship between focus strategy and the performance of the firm. Hence, the null hypotheses was rejected and the alternate was accepted. This findings align with that of Tochimu and Njuguna, 2017 who observed that product focus strategy had a noteworthy relationship with financial performance of organization. The study also agree with that of Timothy and Soutar (2008) who maintained that strategic positioning relate positively with performance of educational service industry.

Conclusion and Recommendation

Repositioning a firm strategically in the industry in order to gain a favorable position in the mind of the customers, enhances the fortune of the firm financially and non-financially. The strategic repositioning of the firm goes a long way to predicting the future performance. At such, the SMEs ability to reposition their product strategically could enable them compete with global firm within the industry. Furthermore, based on the findings of the study, it is made clear that cost leadership strategy have the highest effect on the performance of SMEs as compared to other measures of strategic positioning. Drawing from the findings and conclusion, this study thus recommend that;

1. The managers of SMEs should boost their level of innovation in order to create perceived differentiation in the mind of customers so as to boost their performance
2. The SMEs should use their available resources and strength to satisfy maximally the need of group of customer in the market, as such could help get their loyalty and thus boost their performance and competitive stand.
3. Under the situation were the SMEs find it difficult to satisfy a larger market, they should carve out a certain segment in the market and then satisfy them maximally with their available resources as such would enhances their performance in the industry.
4. The owners of SMEs should adopt backwardly integration were possible, as such would avail them the ability to implement cost leadership strategy to boost the performance of the firm

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