

**SUPPLY CHAIN MANAGEMENT AND COMPETITIVE ADVANTAGE OF
KENYA POWER AND LIGHTING COMPANY, NAIROBI CITY COUNTY,
KENYA**

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**A PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS, ECONOMICS
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UNIVERSITY**

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DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution, or university other than Kenyatta University.

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I have given my approval as the university supervisor for the submission of this research project for review.

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DEDICATION

I dedicate this to my immediate family, without whose inspiration and encouragement throughout the entire period of this project. To my friend's Mike and Judy, thank you for your moral support. Thank you for your support, Alex and Daisy, who are my co-workers. I am grateful to all of my professors who have helped me shape my future. Thank you to the Almighty God.

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OPERATIONAL DEFINITION OF TERMS.

Supply Chain Responsiveness: This refers to firms' capability to respond to market trends and customer demands at an appropriate time to meet their competitive responses and keep up with the changing trends.

Strategic supplier partnership: Strategic supplier partnership is defined as “the longterm relationship between the organization and its suppliers.

Strategic Supply Chain Management: Is a network made up of all the organizations, resources, and technology needed to carry out a series of tasks carried out within enterprises to increase the efficiency of their internal supply chains.

Competitive advantage: Refers to a benefit over rivals that is obtained by giving customers more for their money, either by using cheaper prices (cost advantage) or by offering better or more distinctive benefits and services that enable a business to attain and keep its higher margin.

Customer Focus: Customer relationship is defined as “the entire array of practices that are employed for the purpose of managing customer complaints, building long-term relationships with customers, and improving customer satisfaction

Supply Chain Integration: This refers to processes and practices where involved parties related to the supply chain in an organization are integrated into a single system concerning an organization's market or customers.

ABBREVIATIONS AND ACRONYMS

MBA	- Master of Business Administration
KPLC	-Kenya Power and Lighting Company
SCS	- Supply Chain Management
SCR	-Supply Chain Response
SCI	-Supply Chain Integration
SCMP	-Supply Chain Management Practices
SCM	- Supply Chain Strategy
KU	- Kenyatta University

ABSTRACT

Kenya Power and Lighting Company, a state-owned power company in Nairobi City County has striven to cut down, increase profits to gain competitive advantage and aims to analyze the strategic supply chain of Kenya Power and Lighting Company. The objective is to identify areas for improvement in the company's supply chain and recommend strategies to enhance its competitive advantage. This study involved conducting a thorough review of Kenya power and Lighting company's current supply chain processes and identifying key issues that negatively impact its competitiveness. The general objective of this study will be to investigate the effect of strategic supply chain management on competitive advantage of Kenya Power and Lighting Company in Nairobi City County, Kenya. The specific objectives were to establish the effect of strategic Supply Chain Responsiveness, supply chain integration, customer focus and supplier partnerships on competitive advantage of Kenya Power's and lighting in Nairobi county Kenya. The resource-based view was the study's anchor theory, which was strengthened by value chain theory and competitive advantage theory. A descriptive research design was used in this study. Employees of selected Kenya Power and Lighting in specific functional divisions, such as information technology, human resource, finance, sales and customer service, and marketing, were surveyed using standardized questions. The study's target population was 1004 people, with a sample size of 100. Stratified simple random sampling was used in the investigation. Before the questionnaires were delivered, a pilot study was done with 10% of the respondents. Content, construct, expert opinion, and pre-testing were all utilized to determine the dependability of instruments. The questionnaire's reliability, on the other hand, was evaluated using the Chronbach's alpha reliability test. SPSS version 26.0 was used to analyze the qualitative data. Data was presented in tables, graphs and pie-charts. Majority of the respondents indicated that the level of competitive advantage was moderately used in Kenya power and lighting company. It was clearly indicated business's advantage over competitors was moderately as a result of differentiation and cost savings. The KPLC business was capable of adapting quickly to the rapidly changing environment and was market-sensitive. KPLC business has informational system that include clients and suppliers, raises knowledge and competence, and enables participants to broadly access and use information systems and has spent money on product design. The study results indicated that KPLC has a policy in place that regulates its business partnership. The findings also indicated that there was information exchange between suppliers and the company. The results indicated that at KPLC, strategic firm-supplier integration has been established, and the company was always open to learning and applying more successful integration strategies. Based on statistical results the study concluded that strategic supply chain responsiveness had no significant effect on competitive advantage. Strategic supply chain partnership, strategic supply chain integration and customer focus had a significant positive effect on competitive advantage the study recommended that regardless of a product's quality, a slow or frequently interrupted supply chain may limit a company's ability to wow clients and save costs. Businesses must create a flexible supply chain, regardless of whether they handle their own logistics or rely on third-party providers. Monitoring the response-required elements is the initial stage in developing a responsive supply chain.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In the past two decades, consumer preferences have evolved and have drastically changed. Modern day consumer is more educated, informed and has all the resources at his disposal to seek a better and superior alternative. They have the wisdom and the knowledge of the product they seek and the available alternative for the same product. It appears that consumers are much more price and quality sensitive and are always on the lookout for a better value product and service. For businesses to succeed in this competitive environment, they need to be more agile and adaptive and should be able to sense and respond in real time to changing global business environment (Enyinda & Szmerekovsky, 2008). As these businesses seek to create greater value for their customers by changing the way they do business, within this environment supply chain is one area that has gained immense importance as a result.

According to Walker (2005) supply chain can be defined as a network accustomed to provide products and services from raw materials to end customers by means of a designed flow of knowledge and information, physical delivery, distribution and cash (Walker, 2005). This definition in its entirety captures/highlights some of the key elements within a supply chain that are the various processes namely sourcing, manufacturing, transporting and distributing products and services. One equally important thing is the information and financial flows that is taking place in both directions (Lane, 1993). And the most important component is the satisfaction of end user

requirements. Supply chain along similar lines as a network of conveniences and distribution choices that execute the functions of procurement of materials, conversion of these materials into more advanced and final products, and the distribution of such final products to customers as well as in case of oil industry to hospitals, store pharmacy or patient in an ideal and effective manner.

Competitive advantage is the extent to which companies are able to create a defensible position over its competitors (McGinnis and Vallopra, 1999). In today's global competition environment, facing the rapid technology progress and high customer expectations, companies find it hard to win the competition only depending one's own capacity (Su et al., 2018). In this situation, the establishment of the supply chain partnership among companies and the coordination of the partners are highly valued. Also, many companies struggle in justifying the cost of quality within their supply chain, but many companies fail to see the cost associated with varying quality levels from their suppliers. In order to create a quality product, which is one of the competitive advantages, company must 5 IBIMA Business Review address all aspects of the supply chain, including individual processes and supplier selection (Franca et al., 2010). This is the main role of the supply chain management

Globally and according to (Day, 2014), the competitive advantage has traditionally been gained through focusing on price and product performance attributes to conserve the market share of the current customer. However, competition is considered as a war of movement that relays on quick responding to market needs by creating superior competencies required to add a customer value and achieve cost efficiency and profitability (Stalk et al., 2012). Competitive advantages are built up on five main

dimensions. The first dimension is price/cost, which is the ability to compete with lowest possible prices (Li et al., 2016). The second dimension is providing customers with appropriate product qualities (Koufteros, 2015). The third dimension is delivery dependability, which means providing the clients with their right products, at the right quantity, and on time (Li et al., 2006). The fourth dimension is product innovation, which could be seen as the reintroduction of product features to the market place. The fifth dimension is time to market, which is the time required to react.

The energy industry in Kenya has undergone significant changes in recent years, with the Kenya Power and Lighting Company (KPLC) becoming a major player in the market. The study aims to examine the strategic supply chain and competitive Advantage of KPLC in Kenya. Barney (2002). of the company highlighting its creation, growth and development over the years. The study will then delve into the current state of the energy industry in Kenya and analyze the key players and trends in the market. It will focus on KPLC's business, including its key products and services, target market and customer base. In addition, the study analyzed KPLC's supply chain and examined its sourcing and procurement strategies, logistics and distribution systems (Lyson, 2012). It identified the company's challenges in managing its supply chain, including logistics, inventory management and distribution.

1.1.1 Competitive Advantage

Competitive Advantage According to Godfrey and Hill (1995) in (Storer et. al, 2014) asserts that excellence is the company's ability to use resources in conjunction with strategies to achieve the desired end goal. The capacity that affects the supply chain and industrial output is, by default, greater and superior to normal business processes (Zokaei

K., 2007). Simply put, excellence is the strategic ability of the supply chain to combine capabilities such as integrated information exchange, system-level coordination, integration of activities between companies and supply chains. According to Hitt et. al. (2001) in (Storer et. al, 2014), competition or competitiveness is a condition of rapidly increasing competition based on the quality-price position, competition to create or attack existing geographic products or markets, and competition based on the number of funds. and create even bigger fund alliances. Competitive advantage is also the ability to attract superior attention compared to competitors who carry out similar activities. This must be adjusted to the functions that exist within the company, such as the production function, marketing function, manufacturing function, and human resource function which must be able to synergize in an integrated and integrated manner to support the company's goals in winning the market competition (Storer et. al, 2014).

Competitive advantage is the extent to which companies are able to create a defensible position over its competitors (McGinnis and Vallopra, 1999). In today's global competition environment, facing the rapid technology progress and high customer expectations, companies find it hard to win the competition only depending one's own capacity (Su et al., 2018). In this situation, the establishment of the supply chain partnership among companies and the coordination of the partners are highly valued. Also, many companies struggle in justifying the cost of quality within their supply chain, but many companies fail to see the cost associated with varying quality levels from their suppliers. In order to create a quality product, which is one of the competitive advantages, company must 5 IBIMA Business Review address all aspects of the supply

chain, including individual processes and supplier selection (Franca et al., 2010). This is the main role of the supply chain management.

Competitive advantage is also the extent to which an organization is able to create a defensible position over its competitors (Porter ME., 1985). It comprises capabilities that allow an organization to differentiate itself from its competitors and is an outcome of critical management decisions (Croorn 5, et al., 1998). The empirical literature has been quite consistent in identifying price/cost, quality, delivery, and flexibility as important competitive capabilities (Croom 5, et al., 1996). In addition, recent studies have included time-based competition as an important competitive priority. Research by Stalk (Croom S, et al (1998); Croom 5, et al (1998); Vesey (Croom S, et al (1998)8); Handfield and Pannesi (Croom 5, et al (1998)9); Kessler and Chakrabarti (1980); and Zhang (1998) identify time as the next source of competitive advantage. On the basis of prior literature, Koufteros et al. (2003) describe a research framework for competitive capabilities and define the following five dimensions: competitive pricing, premium pricing, value-to-customer quality, dependable delivery, and production innovation. These dimensions are also described by (Tan KC, et al., 2002). Based on the above, the dimensions of the competitive advantage constructs used in this study are price/cost, quality, delivery dependability, product innovation, and time to market.

1.1.2 Strategic Supply Chain management

Supply chain management (SCM) involves challenges such as developing trust and collaboration among supply chain partners. Supply chain management (SCM) identifying best practices that can facilitate supply chain process alignment and integration, and

successfully implementing the latest collaborative information systems that drive efficiencies, performance, and quality throughout the supply chain (Robinson & Malhotra, 2005). The goal of SCM is to integrate both information and material flows seamlessly across the supply chain as an effective competitive weapon (Li et al., 2006; Storey et al., 2006). The understanding and practicing of SCM has become an essential prerequisite for staying competitive in the global race and for enhancing profitability (Li et al. 2006; Wei et al., 2007; Kim, 2007; Li & Wang, 2007). Cagliano et al. (2006) highlighted that a huge number of contributions to the operation management literature are nowadays focused on how companies should integrate their activities with customers and suppliers, and how SCM practices should be aligned with the company strategy. Many organizations have begun to recognize that SCM is the key to building sustainable competitive edge for their products and/or services in an increasingly crowded marketplace (Maheshwari et al., 2006; Li & Wang, 2017).

According to Heizer and Render (2005) in (Storer et. al, 2014) there are several supply chain integrations, namely: 1. Internal integration, in an enterprise this integration can replace the structural and administrative roles of SC capabilities which have an interactive relationship with cost leadership capabilities for performance improvement. Internal integration includes cross functional integration consisting of the purchasing function, marketing function, and sales. 2. External Integration, in relation to suppliers and customers this integration can replace the role of SC technology and logistics capabilities that interact with innovative marketing, differentiation, and customer service capabilities for performance improvement. In addition, according to (Heizer, 2005) there

is also vertical integration, where companies develop their production gradually forward and backward, namely by buying finished products and buying raw materials from suppliers in building synergies. Supply chain integration is a benchmark for a company in the integration and synergy between business lines, both operational and strategic capacities to be used as a competitive force and to encourage innovation in the face of competition for a wide market share. Langley and Holcomb in (Mentzer et al, 2001), conclude that the pinnacle of supply chain management is customer value through synchronizing supply chain activities.

Supply chain responsiveness has been dealt simultaneously with risk management. This is mainly due to the fact that responsiveness is required as a first step towards developing adaptive capabilities for mitigating environmental uncertainties. Consequently, the literature on supply chain responsiveness is largely fragmented. Supply chain responsiveness is defined as the extent to which channel members respond cooperatively to environmental changes (Wu et al., 2006). It enables a firm to utilize its competencies and capabilities to ward of negative effects of the changing environment and therefore respond better to such shifts (Teece et al., 1997). Recent market requires firms to develop and elicit collaborative response from their supply chain.

Strategic supplier partnership is defined as “the long-term relationship between the organization and its suppliers. It is designed to leverage the strategic and operational capabilities of individual participating organizations to help them achieve significant ongoing benefits” (Li et al.). Some of the advantages of including suppliers early in the product-design process as mentioned by Tan, Lyman and Wisner (2002) are that

suppliers can offer cost effective design alternatives, assist in selecting better components and technologies, and aid in design assessment. Long-term relationship does not refer to any specific period of time, but rather, to the intention that the arrangement is not going to be temporary (Chen & Paulraj, 2004). Through close relationships supply chain partners are willing to (1) share risks and reward and (2) maintain the relationship on a long-term basis (Landeros & Monczka, 1989; Cooper & Ellram, 1993; Stuart, 1993).

Strategic partnership with suppliers enables organizations to work more effectively with a few important suppliers who are willing to share responsibility for the success of the products. (Li et al., 2006). Strategic supplier partnership in SCM has been reported to yield organization-specific benefits in term of financial performance (Tsai, 2007). Vereecke & Muylee (2016) highlighted that strategic partnerships between suppliers and manufacturers may have a significant impact on supply chain performance. Furthermore, prior studies have indicated that the various components of SCM have an impact on various aspects of competitive advantage (such as price/cost) (Liu 2018).

Customer focus is defined as the orientation of an organization toward serving its clients' needs (Business Dictionary). According to Swanson and Davis (2003) in their study of customer quality practices they state that the customer is always right this in reference to the fact that the customer generates income/ revenue to the company in which the company benefits through profits. This applies to government entities that may be providing services the end result is the customer satisfaction rating. Customer quality focus practices general looks at some 5 key elements that form the base on which delivering quality services are based on. Organizations depend on their customers and

therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations.

Supply chain Integration is the control of the flow of knowledge, goods, including services across various businesses in a supply chain through the use of cutting-edge communication and technology networks. According to Christopher (2000), this kind of integration enables sharing of information and real-time communication across supply chain partners, improving productivity and customer response and eventually producing a competitive edge. Being able to maintain agility and adaptability in the face of complicated branding, goods, structures, and process management makes it a crucial sign of supply chain best practices.

1.1.3 Kenya Power and Lighting Company

To service Kenya, Uganda, and Tanzania, the East African Electricity and Lighting Company Limited, formerly known as the KPLC, was founded in 1922. Its name was changed to KPLC Limited in 1983. Currently, the Kenyan government owns 50.1% of the corporation, and investors own the remaining 49.9%. KPLC also handled all energy stations on behalf of the federal government until a significant restructure in 1997. It now oversees a small number of government-owned hybrid and diesel power plants that are not wired into the main grid. KPLC is in charge of planning for adequate energy transmission and generation infrastructure and functions as the nationwide system operator. As of June 2020, the network for power transmission and distribution is being built, maintained, and electricity is being sold to over 8 million users. The company's mission is to become Kenya's top provider of energy solutions by offering dependable,

high-quality service. KenGen, KETRACO, Equator Energy, Viesgo, and other businesses are some of its rivals.

The study looked at how the KPLC's performance is impacted by supply chain integration. In addition to the data presented in the article, the study will look into the effects of KPLC's interactions with important stakeholders on the integration and performance of its supply chain. It looked at KPLC's methods for establishing and upholding ties with its partners, clients, and suppliers, as well as how it uses these connections to enhance supply chain integration. The investigation also examined how the business chooses and manages its suppliers, as well as how it makes sure that they satisfy its performance and quality criteria. The study also looked into KPLC's strategy for customer interaction and how it leverages consumer feedback to enhance the efficiency of its supply chain.

1.2 Statement of the Problem

Remaining competitive is one of the goals that drive existence of organization in the presently turbulent business environment (Namada, 2018). The drive for competitive advantage helps the firm to remain viable in the environment. However, gaining competitive advantage require firms to adopt relevant strategies in supply chain management that have raised debate among the scholars and policy makers. The business environment that energy sector operate in is not constant but keeps on changing and this pose a challenge to the way KPLC carry out the activities and survival. There has been a rise in the number of new entrants in energy sector besides the advancing forces of technologies and the changes in regulatory environment. KPLC is faced with a challenge

of ensuring there are good customer care relationship and an improvement in market share (KAM, 2019). Achievement of competitive advantage is a challenge. It is important for KPLC to remain competitive since it is among the pillars of Big 4 agenda of the national government

Despite previous studies conducted on the competitive advantage of companies in the energy industry, there needs to be more research on the specific strategic supply chain management on competitive advantage of the KPLC in Kenya. This study aims to fill this gap by analyzing KPLC's procurement and sourcing strategies, logistics and distribution systems and identifying the company's challenges in managing its supply chain. Additionally, it will examine the competitive landscape in the energy industry in Kenya and how KPLC's competitive advantage compares to that of its competitors.

Previous studies have focused on the general concept of competitive advantage in the energy industry Onuoga, (2015). However, they have yet to specifically examine the strategic supply chain and competitive Advantage of KPLC in Kenya. The gap in this study is that previous studies on competitive advantage in the energy industry have not specifically focused on the strategic supply chain and competitive advantage of the KPLC in Kenya and how they impact the company's performance (KPLC, 2020). Kivayilu, (2020) studied the effect of corporate social responsibility strategies on competitive advantage of soft drink manufacturing firms in Nairobi City County, Kenya. The implications of the findings were that manufacturers of soft drinks should continuously leverage on corporate social responsibility strategies in order to remaining competitive in their industry. This possesses a conceptual gap as it dealt with CSA and not strategic supply chain management. Wairimu (2020) study was on competitive strategies and

performance of tea processing factories in Murang'a County, Kenya. The study established a positive and significant relationship between differentiation strategy, cost leadership strategy and focus strategy on organizational performance. The study concluded that differentiation strategy has the potential of creating competitive advantages to a firm which leads to improved sales performance and allows the factories to shield themselves from the competition. This also poses a conceptual and contextual gap. From the above studies none of them touched on strategic supply Chain management on competitive advantage of KPLC which this study sought to investigate.

1.3 Objective of the study

The study was guided by both specific objectives and research questions

1.3.1 Specific objective

The main objective of the study was to investigate the effect of strategic Supply Chain Management on competitive advantage of Kenya Power and Lighting Company, Nairobi City County

1.3.2 Specific Objectives

The specific objectives that guided the study included:

- i) To determine the effects of Strategic Supply chain responsiveness on competitive advantage of Kenya Power and Lighting Company, Nairobi city county
- ii) To assess the effects of strategic customer Focus strategy on competitive advantage of Kenya Power and Lighting Company, Nairobi city county

- iii) To determine the effects of strategic Supplier partnerships on competitive advantage of Kenya Power and Lighting Company, Nairobi city county
- iv) To determine the effects of strategic supply chain integration on competitive advantage of Kenya Power and Lighting Company, Nairobi city county

1.4 Research Questions

The questions that guided the study include:

- i) What are the effects of Strategic Supply chain responsiveness on competitive advantage of Kenya Power and Lighting Company, Nairobi city county
- ii) What are the effects of strategic customer Focus strategy on competitive advantage of Kenya Power and Lighting Company, Nairobi city county?
- iii) What are the effects of strategic Supplier partnerships on competitive advantage of Kenya Power and Lighting Company, Nairobi city county
- iv) What are the effects of strategic supply chain integration on competitive advantage of Kenya Power and Lighting Company, Nairobi city county.

1.5 Significance of the Study

Kenya's energy industry is crucial to the nation's economy and is necessary for both individuals and corporations. In order to address the issue of insufficient energy supply, this study investigated the flaws in the energy industry. Additionally, the results of this study helped the management of KPLC develop plans to increase the nation's electricity supply, giving businesses a competitive advantage. Additionally, this study added to the body of knowledge already written on the subject and offer insightful information for

further investigation. The company's mission is to become Kenya's top provider of energy solutions by offering dependable, high-quality service. Its primary responsibilities include constructing and maintaining the power distribution and transmission network, retailing electricity to customers, and ensuring adequate electricity generating and transmission capacity to fulfill demand. The study would be beneficial to KPLC's and other stakeholders, like lawmakers, in addition to its function as a consumer electricity provider. It would also benefit Kenya's government laws and rules that has put in place to encourage the expansion of the energy sector and how they affect KPLC's operations. Finally, it would benefit KPLC's operations and how it fits into the government's energy policy goals and their affect the general socio-economic advancement of the nation.

1.6 Scope of the Study

The main objective of the study was to investigate the effect of strategic Supply Chain Management on competitive advantage of Kenya Power and Lighting Company, Nairobi City County. Main variables were strategic supply chain responsiveness, customer focus, strategic supplier partnerships and supply chain integration on competitive advantage. The target population was 1004 employees of different levels of management. The study used descriptive research design. The study looked at the period between June, 2021 to June, 2022.

1.7 Limitation of the Study

The first problem that the investigator ran into was that the participants were reluctant to answer questions. In order to lessen concern, the researcher ensured the respondent's security and anonymity by avoiding mentioning their names and reassuring them that the

comments only used for the study's purposes. Another drawback is that, given their hectic schedules, the researcher had trouble getting in touch with the university's top administration in the University. The investigator used drop plus pick techniques and electronic tools to mitigate this.

1.8 Organization of the study

The research proposal will have three chapters. Chapter one covers the introduction of the study where the reader is brought into perspective in understating the problem statement as well as objectives the study aims to achieve. The limitations that may hinder the study are pointed and mitigation plans detailed. The chapter is organized in the following section; the study's background, statement of the problem, the study's purpose, objectives, research questions, significance, limitations, delimitations and how the study is organized. Chapter two presents literature review as analyzed from other researchers. The reviewed literature is from a global, continental and local context. An empirical section is thus provided in this section and theories underpinning the study as well as the study framework guiding the study are provided. The section concludes by showing the identified gaps and summary of the chapter. Chapter three presents the methodology and analyze the same according to the objectives and aimed to focus on the research questions answering. The section contains the followings sections; research design of the study, its population under study, sample size, procedures in sampling, instrument used in the study, techniques for data analysis and ethics considered

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter includes a conceptual framework, a synopsis of the literature studied and research gaps, and reviews of the theoretical and empirical literature.

2.2 Theoretical Framework

The study was anchored on the following theories i.e. Resource based view,

2.2.1 Resource-Based View

The internal origins of a firm's persistent competitive edge are explained by the resource - based view (RBV) theory. Such resources were priceless, distinctive, and hard to find elsewhere. focuses on a firm's resources and capacities and how they might be utilized to explain its performance and long-term growth or decline, according to a theory that Montgomery (2004) initially suggested. This viewpoint underlines how crucial it is to evaluate an organization's assets both before and during the business strategy and judgment processes. In order to facilitate the implementation of business strategy, it also seeks to identify prospective organization structures and system modifications. The

theory also gives special attention to management, including how well-informed it is and how well-equipped it is to cooperate with the company's strategy.

Montgomery (2004), a supporter of the RBV theory, suggested that companies differ in terms of the strategic assets they own and control. The hypothesis holds that asset market imperfections, asset stagnation, and enterprises' inability to modify their amassed assets over time are the causes of this heterogeneity. Each company is envisioned as a distinct collection of both intangible and tangible assets and competencies (Wernerfelt, 2004).

Advantages that are quasi tied to the firm are characterized as assets, which are the main unit of analysis in RBV (Wernerfelt, 2004). These resources may be economic, material, intellectual, business, technology, and organizational resources that businesses employ to develop, produce, and provide goods and services to their clients (Barney, 2003). The idea of asset accumulation is comparable to the familiar income statement because both list all of a company's assets and liabilities and give each one a value. This theory is crucial to the current research because it offers a framework for examining the strategic assets and competencies of KPLC and how they affect the company's competitive position in Kenya's energy market. This theory is the main theory of the study and supports all the variables.

2.2.2 The Value Chain Theory

The concept of value chains as decision support tools, was added onto the competitive strategy's paradigm developed by Porter as early as 1979. In Porter's value chains, Inbound Logistics, Operations, Outbound Logistics, Marketing and Sales, and Service are

categorized as primary activities. Secondary activities include Procurement, Human Resource management, Technological Development and Infrastructure (Porter 1985). The value chain theory provides a framework for examining a firm's internal operations and also how they interact to produce a competitive edge. It was first put forth by Michael Porter in 1985. The notion holds that the fundamental procedures and endeavors that characterize an organization's operations make up its value chain. These steps start, go on, and connect to the subsequent businesses in the chain within the company (Raibird, 2004).

The value chain theory and management of supply chains are closely connected ideas (SCM). The flow or conversion of products and services from of the raw materials phase to the end user is accomplished through the integration of all activities, activities, and facilities known as SCM (Handfied & Nichol, 1999). This concept applies to businesses because it unifies the numerous supply chain processes and procedures, enabling and organizing the movement of goods, resources, and information required to satisfy customers' demands for value (Rainbid, 2004).The energy view theory, which this study embraces, places a strong emphasis on, emphasizes the significance of diverse supply chain capabilities in producing imperfectly competitiveness that enable competitive advantage in product markets. This idea states that a firm's market and competitive environment determine the value of its resources and talents (Barney, 2012). The study will examine KPLC's value chain and supply chains and how they support the business's competitive edge in Kenya's energy market. This theory supports the variables supply chain responsiveness, supplier partnerships, customer focus and supply chain integration.

2.2.3 The Theory of Competitive Advantage

This theory was advocated for by Michael Porter in 1985, it suggests that different countries and even business entities should adopt the policies that will create a high value of goods and thus can be sold at higher prices in the market. Porter (1985) argues that the focus of all national strategies should be toward the growth of productivity. For a country to have a competitive advantage the cost of labor should be low or can be acquired cheaply, he also argues that it is not a must that a country has sufficient natural resources for it to do well economically. He also argues that it is required for a firm to possess a competitive strategy so as they may retain a profitable and a sustainable state in the business.

Adopting a good competitive strategy has been known to lead to competitive advantage of a firm. In a study by Capon (2008), it was found out that attaining, maintaining competitive advantage needs the commitment of a firm in terms of not only their resources but also the activities that they carry out; they need to be organized in a way that they increase the chances of profitability. An organization can acquire Competitive advantage if it acquires or comes up with some set of qualities or executes some practices that will enable it to outdo its competitors.

The managers of different institutions over the years have been thinking on the competitive strategies to adopt so that they can improve their performance in the market. The theory of competitive advantage gives a clear understanding that a firm gain its competitive advantage over its competitors when it is in a position to attract and retain customers in the long-term and also compete favorably in the market. To achieve this, there are some critical factors that determine sustainable industrial growth for instance;

suppliers who are specialized, reliable service providers and also other organizations that you can associate with. This theory supports the competitive advantage variable in the study which is the dependent variable.

2.3 Empirical Literature Review

In this section, previous researchers' work on the study of a variety of independent variables, such as supply chain responsiveness, supply chain integration, supply chain, Customer will be discussed.

2.3.1 Supply Chain Responsiveness and Competitive advantage

Al-Hawajreh and Murad (2014), sought to investigate the effect of supply chain responsiveness on competitive advantage in Jordanian Manufacturing Companies. It surveyed 269 responses by means of a questionnaire. Statistical techniques such as descriptive statistics, correlation, multiple regressions, were employed. To confirm the suitability of data collection instrument, a Kolmogorov-Smirnov (K-S) test, Cronbach's Alpha and factor analysis were used. The research findings supported the hypotheses that (SCR) positively impacts (CA) of companies. The study results showed that the main hypothesis was rejected and the alternative was accepted which states that the supply chain responsiveness variables (Operations System Responsiveness (OSR), Logistics Process Responsiveness (LPR) and Supplier Network Responsiveness (SNR) affect competitive advantage. The results also indicated that higher level of operations system responsiveness creates higher level of competitive advantage for companies, collectively based on low price, high delivery dependability, and low time to market. Also, it was uncovered that higher level of supplier network responsiveness creates higher level of

competitive advantage for a company, collectively based low price and high delivery dependability. This study has some important implications for practitioners. This study provides suitable recommendations on the scope for improvement based on current levels of various specific impact supply chain responsiveness and its dimensions. Also, the study provides suitable recommendations on the scope for improvement based on current levels of various predominant supply chain responsiveness criteria that directly impact competitive advantage of a company, so as to make the organizations more competitive. Keywords: Supply Chain Responsiveness (SCR), Competitive. This study is different from the current study as it was done in Jordan and in manufacturing companies.

Hamid, Baharun, Alifiah (2012), conducted a study on Competitive Advantage through Supply Chain Responsiveness in Malaysia. The study also assessed the impact of supply chain responsiveness on firm competitive advantage. The data collection instrument used was a questionnaire which was administrated to a total sample of 400 managers in Malaysia manufacturing industry. The response rate was 62% while 50% was usable questionnaires. Sample selection was based on convenience sampling. The data were analyzed using mean, standard deviation and correlation between independent and dependent variables. The analyses involved statistical methods such as reliability and validity tests and multiple regressions. The research findings supported the hypotheses that supply chain integration positively impact supply chain responsiveness and competitive advantage. The finding also showed that supply chain responsiveness was positively associated with competitive advantage of a firm. Contextually the study differs from the current study as it was conducted in Malaysia.

Somuyiwa, Adebamb (2018) Supply Chain Responsiveness and Supply Chain Management Practices on **competitive** advantage. One hundred and fifteen (115) manufacturing companies, basically medium/large companies formed the sample of the study and data was analyzed using multiple regression analysis. The result revealed positive association between Supply Chain Responsiveness (SCR), SCM practices and Competitive Advantage. Finally, the study provides suitable recommendation on the scope for improvement based on current levels of various predominant SCM practices and SCR criteria that directly impact competitive advantage of a firm, so as to make the organizations more competitive. In context the study is different from the current study. The current study was done in KPLC in Kenya while this study was done in Nigeria.

2.3.2. Supply Chain Partnerships and Competitive Advantage

Deya (2018) carried a study on the types of strategic partnership and how their effectiveness in enhancing competitiveness in the clearing and forwarding SMEs; with focus on Joint venture, marketing and distribution and supplier partnerships. In addition, the study was to identify the type of partnership that best enhance competitiveness of a firm. The study used descriptive case study design where a convenient sample was used to create a sample frame, 22 SME business in the clearing and forwarding and 110 respondents were considered. The study used structured and semi-structured questionnaires to collect data which was analysed using MS Excel Spreadsheet and relationship among variables established using correlation analysis. The study found that the key strategic partnerships studied create competitiveness through co-operation rather than competition. The study also established that strategic partnerships provide partners with an opportunity to tap into resources, knowledge, capabilities and skills of their

partners to gain competitiveness. In summary the study affirmed that strategic partnership especially non-equity strategic alliances are positive and significantly correlated with organizational competitiveness. The study therefore concluded that strategic partnerships create interdependence between the partner firms which bring benefits in the form of intangible assets and capabilities. These assets (superior skills) and capabilities (superior resources) are the main sources of competitiveness for a firm. The study recommended that though strategic partnerships are a basic necessity for the growth of SMEs, the partners must clearly understand the key objective of entering into an agreement, in addition with the explosion of e-commerce the SMEs should shift their focus towards partnerships that enable them gain technological advantage. Therefore Technical/functional, relational and developmental competencies must be balanced and continuously developed.

Marie (2019) conducted a study on Strategic Supplier Partnerships and supply chain management. This among the hardware and construction supplies' enterprise operating in Naga City, Region, Philippines. It aims to identify strategic supplier partnership practices in the retail industry and its relationship to obtaining competitive advantage through price and cost, value to customer, and delivery dependability. In a highly competitive retail market environment, strategic supplier partnership can be an instrument of building maximum competitive advantage. A qualitative research approach was used to explore specific data with greater understanding of their context through an unstructured key informant interview aided by an open-ended questionnaire. The result of the study is a benchmark to validate other components of supply chain management and whether these supports competitive advantage that is held within the supply chain.

Propose to local government a framework that will support logistics processes through strategic supplier partnership that can provide a sustainable ecosystem. The study is different from the current study as it was done in Philippines

Za'faran (2018) paper examined the importance of strategic supplier partnership (SSP) in supply chain management (SCM) in associations with product quality performance (PQP) and business performance (BPERF) in the manufacturing industry in Malaysia. Product quality performance and business performance are no doubt becoming crucial factors in indicating the survival and competitive advantage of companies in today's challenging business environment. To capture important information pertinent to this research, this study measures senior quality managers' or production managers' perceptions of strategic supplier partnership and level of performances in their organizations. In the inferential process, relationships between strategic supplier partnership in SCM, product quality performance and business performance and associations are analyzed through statistical methods such as Pearson's correlations, cluster analysis and structural equation modelling (SEM). The result of the structural equation modeling (SEM) suggests that SSP determinants namely 'Continuous improvement programs with suppliers', 'Jointly problem solving with suppliers', 'Planning and goal setting with suppliers' and 'Emphasis on high quality suppliers' appear to be of primary importance and exhibit direct impact on product quality performance and ultimately business performance. Findings of the study provide a striking demonstration of the importance of strategic supplier partnership in SCM in manufacturing companies in Malaysia in enhancing its product quality performance and business performance. The study differs from the

current study as it was done in Malaysia and the dependent variable was supply chain management.

Latunreng and Nasirin (2019), Exploring the Role of Partnership with Suppliers, Customer Relationship and Information Sharing as Antecedents in Indonesia. The objective of the present research is to explore the impact of information sharing, supplier partnership and customer relationship with a competitive advantage in the Indonesian rubber industry. Moreover, current study also explored the mediating role of flexibility of the supply chain among of information sharing, supplier partnership and customer relationship and competitive advantage. Moreover, of information sharing, supplier partnership and customer relationship are studied as the independent variables in the present study. Survey based approach was adopted for the collection of data whereas SEM-PLS was used for the analysis of the data. The findings of the study pointed out that customer relationship and supplier partnership have significant impact on the flexibility of the supply chain and to develop competitive advantage. Moreover, the results of the study do not support the relationship of information sharing with flexibility and competitive advantage. The findings of the present study are beneficial for the policy makers of the Indonesian rubber industry. By the findings of the study, they can adopt different strategies to develop a competitive advantage. The present study increased the past literature of the supply chain. This study was done in Indonesia while the current study was done in Kenya.

2.3.3 Customer Focus and Competitive Advantage

Wambua, Muturi and Rotich (2018) examined the effect of customer focus strategy on the Performance of SACCOs in Kenya. The study was a cross-sectional survey with a descriptive research design. This design is appropriate because it is considered suitable for gathering information and generating appropriate conclusions with respect to the research questions. The target population of this study was the 181 authorized deposit taking SACCOs in Kenya that have been in existence for at least the last 5 years SASRA (2014). The firms which have been there for 5 years are considered to have adequate knowledge and have deposit mobilization strategies in place. The number of respondents was 181 CEOs and Business development managers, who are in charge of strategies. The study used questionnaires as the main data collection instrument that contained both open and closed ended questions. Questionnaires were preferred because they are effective data collection instruments that allow respondents to give much of their opinions pertaining to the research problem. Primary data was collected through administering of questionnaires to Members of the SACCOs, senior staff of the SACCOs and Cooperative Ministry/regulatory officials. The study employed descriptive analysis technique on the collected data. Multiple regression analysis was used to establish the relationship between the dependent and independent variables. This study is different from the current study contextually because it focused on SACCOS while the current study focused on KPLC.

Tryson, (2022) looked at the mediating effect of customer focus on the relationship between strategic planning and competitive advantage in Railway Sector. Empirical studies have been conducted to investigate the association between strategic planning and

competitive advantage. Many recent studies have shown that strategic planning helps organizations to gain competitive advantage over their rivals. However, other empirical studies found strategic planning to have no effect on competitive advantage. This study attempted to settle this inconclusive debate and included a mediating variable on this association using a data sample collected from Tanzania Zambia Railway Authority (TAZARA) employees who are in management. This research contributes to literature by determining the mediation effect of customer focus on the relationship between strategic planning and competitive advantage. The reliability, validity, and model fit were all checked using principal component analysis, factor analysis, and regression analysis in Jamovi software. The results reveal that a positive significant relationship exists between strategic planning and competitive advantage and also between customer focus and competitive advantage. Customer focus was found to partially mediate the association between strategic planning and competitive advantage. The study results may assist decision-makers in the railway sector to be more customer focusing and practicing strategic planning in order to survive this tense fierce competition of the twenty-first century. Scholars are recommended to replicate this study to other sectors and include other mediating/moderating variables. This study is different from the current study in that customer focus was used as moderating variable while the current study used it as an independent variable.

Nyanchama and Murigi,(2019) determined the effect of Customer focus Strategies on performance of Cooperative Bank of Kenya. The study adopted a primary research methodology, which involved use of closed questionnaires to collect data from a sample of 65 employees selected from among the staff and board members of Cooperative Bank

of Kenya. Data collected was analysed using Statistical Package for Social Sciences (SPSS) Version 22.0 software. Findings from the study revealed that customer focus strategies ($p=0.028$; p) was significant. This study differs from the current one since it was done on cooperative bank of Kenya.

2.3.4 Supply Chain Integration and Competitive Advantage

Zainuddin, (2021) studied the effect of Supply Chain Integration and Competitive Advantage on Supermarket Operational Performance in Ambon City, Indonesia. This study aims to analyze the effect of supply chain integration on operational performance, and also to analyze the effect of competitive advantage on operational performance. The sample used in this study were 42 managers/heads of the supermarket production division in Ambon City. The data analysis technique used is Partial Least Square (PLS). The results show that supply chain integration has a positive effect on operational performance, the results also show that competitive advantage has a positive effect on operational performance. The study has a conceptual gap in that the dependent variable is performance while the current study is competitive advantage. This study is different from the current study as it was done in Indonesia and on Supermarket therefore posing a contextual and conceptual gap.

Prajogo (2012) Supply chain integration and competitive advantage is widely considered by both practitioners and researchers a vital contributor to supply chain performance. The two key flows in such relationships are material and information. Previous studies have addressed information integration and material (logistics) integration in separate studies. This study investigated the integrations of both information and material flows between

supply chain partners and their effect on operational performance. Specifically, we examine the role of long-term supplier relationship as the driver of the integration. Using data from 232 Australian firms, it was found that logistics integration has a significant effect on operations performance. Information technology capabilities and information sharing both have significant effects on logistics integration. Furthermore, long-term supplier relationships have both direct and indirect significant effects on performance; the indirect effect via the effect on information integration and logistics integration. This study differs from the current study as it was done in Australian firms.

2.4 Summary of Literature Gaps

There is a knowledge gap on how employing supply chain strategies and processes might result in competitive advantage, according to several researchers. Without taking into account the elements that influence this relationship, previous research have mostly concentrated on the connection between distribution network management and competitive advantage. By analyzing the effects of supply chain reactivity, integration, and standard operating procedures on competitive edge, this study tries to close this gap. The review of the literature demonstrates the importance of comprehending how integration impacts a firm's competitive advantage. This study also intended to investigate this connection and offer a more thorough comprehension of how supply chain management affects a competitive edge in the industry.

2.5 Summary of Literature and Research Gaps

Table 2.1: Summary of Studies and Research Gaps

Author	Focus of the Study	Findings	Knowledge Gaps (Methodological, Conceptual and Contextual gaps)	Focus of the current study
Al-Hawajreh and Murad (2014),	Sought to investigate the effect of supply chain responsiveness on competitive advantage in Jordanian Manufacturing Companies.)	The study results showed that the main hypothesis was rejected and the alternative was accepted which states that the supply chain responsiveness variables (Operations System Responsiveness (OSR), Logistics Process Responsiveness (LPR) and Supplier Network	This study is different from the current study as it was done in Jordan and in manufacturing companies.	The current study was conducted in Kenya and at KPLC

		Responsiveness (SNR)		
Hamid, Baharun, Alifiah (2012),.	Conducted a study on Competitive Advantage through Supply Chain Responsiveness in Malaysia	The finding also showed that supply chain responsiveness was positively associated with competitive advantage of a firm.	Contextually the study differs from the current study as it was conducted in Malaysia.	The current study was conducted in Kenya and at KPLC
Somuyiwa, Adebamb (2018)	Supply Chain Responsiveness and Supply Chain Management Practices on competitive advantage	The result revealed positive association between Supply Chain Responsiveness (SCR), SCM practices and Competitive Advantage.	In context the study is different from the current study. The current study will be done in KPLC in Kenya while this study was done in Nigeria.	The current study was conducted in Kenya and at KPLC
Deya, 2018	carried a study on the types of strategic partnership and how their effectiveness in enhancing competitiveness in the clearing and forwarding SMEs; with focus on Joint venture, marketing and distribution and supplier partnerships	The study found that the key strategic partnerships studied create competitiveness through co-operation rather than competition	Therefore Technical/functional, relational and developmental competencies must be balanced and continuously developed.	The current study was conducted in Kenya and at KPLC
Marie (2019)	Conducted a study on Strategic Supplier Partnerships and supply chain management. This among the hardware and construction supplies' enterprise operating in Naga	The result of the study is a benchmark to validate other components of supply chain management and whether these supports competitive advantage that is held within the supply chain.	The study is different from the current study as it was done in Philippines i.e. contextual gap	The current study was conducted in Kenya and at KPLC

	City, Region V, Philippines			
Za'faran Has (2018)	Examined the importance of strategic supplier partnership (SSP) in supply chain management (SCM) in associations with product quality performance (PQP) and business performance (BPERF) in the manufacturing industry in Malaysia.	Findings of the study provide a striking demonstration of the importance of strategic supplier partnership in SCM in manufacturing companies in Malaysia in enhancing its product quality performance and business performance	The study differs from the current study as it was done in Malaysia and the dependent variable was supply chain management	The current study was conducted in Kenya and at KPLC
Latunreng and Nasirin (2019),	Explored the Role of Partnership with Suppliers, Customer Relationship and Information Sharing as Antecedents in Indonesia	The findings of the study pointed out that customer relationship and supplier partnership have significant impact on the flexibility of the supply chain and to develop competitive advantage	. This study was done in Indonesia while the current study will be done in Kenya.	The present study increased the past literature of the supply chain
Wambua, Muturi and Rotich (2018)	Examined the effect of customer focus strategy on the Performance of SACCOS in Kenya.	The study was a cross-sectional survey with a descriptive research design. This design is appropriate because it is considered suitable for gathering information and generating appropriate conclusions with respect to the research questions	This study is different from the current study contextually because it focused on SACCOS while the current study will focus on KPLC.	The present study increased the past literature of the customer Focus
Tryson, (2022)	Looked at the Mediating Effect of Customer Focus on the Relationship Between	The results reveal that a positive significant relationship exists between strategic planning and competitive advantage	This study is different from the current study in that customer focus was used as moderating variable while the	The present study increased the past literature

	Strategic Planning and Competitive Advantage in Railway Sector	and also between customer focus and competitive advantage. Customer focus was found to partially mediate the association between strategic planning and competitive advantage	current study will use it as an independent variable.	of the customer Focus
Nyanchama and Murigi.,(2019)	Determined the effect of Customer focus Strategies on performance of Cooperative Bank of Kenya.	Findings from the study revealed that customer focus strategies (p=0.028; p) was significant.	This study differs from the current one since it was done on cooperative bank of Kenya.	The present study increased the past literature of the customer Focus
Zainuddin, (2021) City, Indonesia	Studied the effect of Supply Chain Integration and Competitive Advantage on Supermarket Operational Performance in Ambon Indonesia	The results show that supply chain integration has a positive effect on operational performance, the results also show that competitive advantage has a positive effect on operational performance	The study has a conceptual gap in that the dependent variable is performance while the current study is competitive advantage. This study is different from the current study as it was done in Indonesia and on Supermarket therefore posing a contextual and conceptual gap.	The present study increased the past literature of the supply chain integration
Prajogo (2012)	Supply chain integration and competitive advantage is widely considered by both practitioners and researchers a vital contributor to supply chain performance	It was found that logistics integration has a significant effect on operations performance.	This study differs from the current study as it was done in Australian firms hence contextual gap	The present study increased the past literature of the supply chain integration

Source: Author (2023)

2.6 Conceptual Framework

An analytical tool known as a conceptual framework organizes ideas and applies variations and settings to capture real-world phenomena in an easier-to-recall manner (Zeckheem 2018). One variable, however, is dependent on another. In that situation, it is known as the dependent variable, and the variable that it follows is known as the predictor variable. Independent variables were strategic supply responsiveness, strategic supplier partnerships, strategic customer focus and strategic supply chain integration. The dependent variable was competitive advantage.

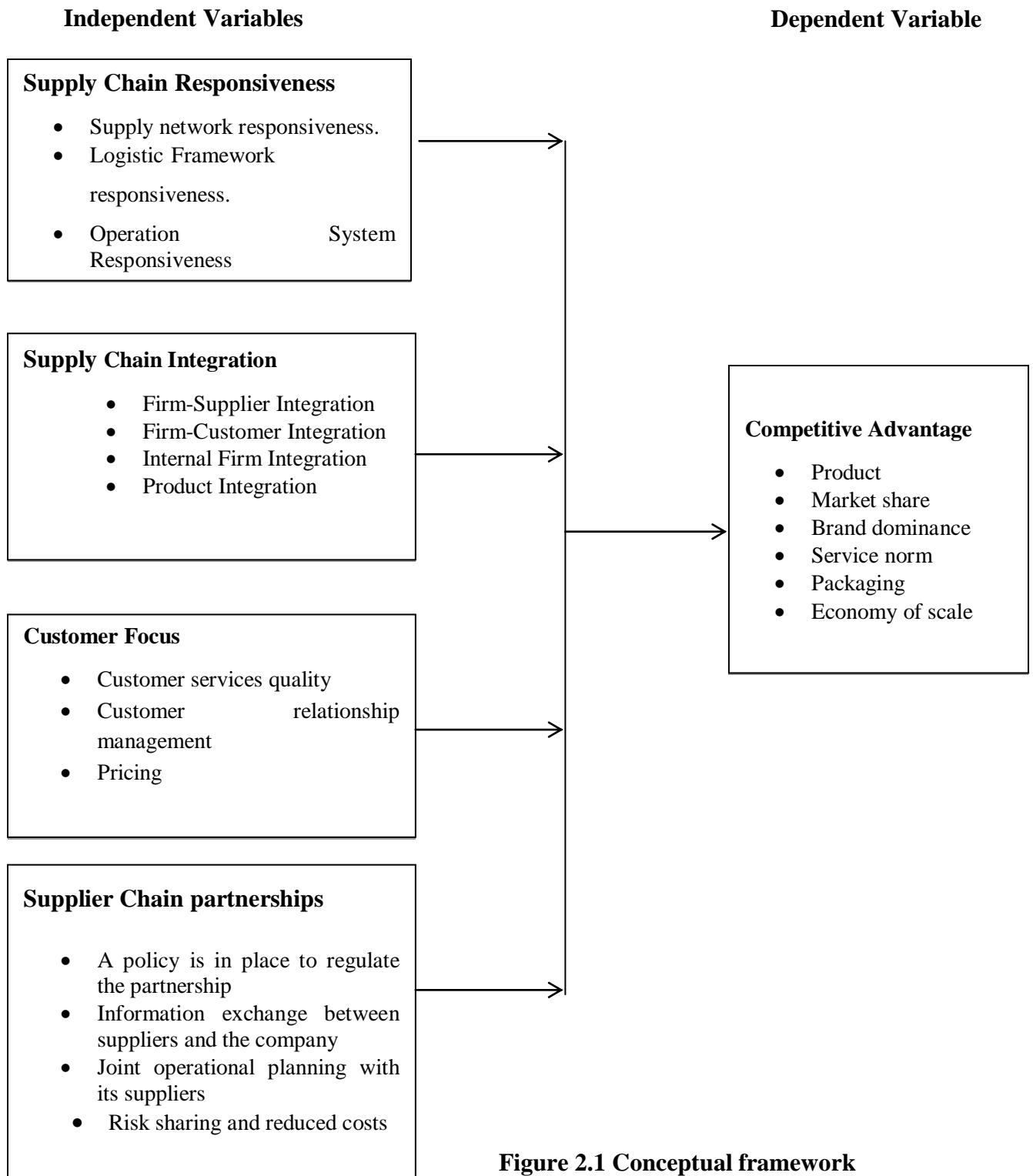


Figure 2.1 Conceptual framework

Source: Researcher (2022)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodology for the study was presented in this chapter. In order to achieve the goals of the study, the researcher describes the research design, target population, size and sampling size, data collecting, validity and reliability of research instruments, and data analysis and presentation.

3.2 Research Design

This research used a descriptive study design which utilized both quantitative and qualitative methods to collect research data. The researcher adopted this research design as it is associated with high external validity, which allowed research findings to be generalized to larger populations. Further, the descriptive design allowed the study to probe into the finer details in understanding the area under investigation

3.3 Target Population

The sample is taken from a list of components known as the target group (Kothari (1990). The KPLC staff in the Ruaraka Complex was the target group. One thousand and four (1004) personnel, taken from the top, medium, and bottom levels of the management, was the study's target group.

Table 3.1 Target Population

Position	Target Population	Percentage (%)
Top Managers	96	9.6
Middle Managers	262	26.1
Low Managers	646	64.3
Total	1004	100.0

Source: KPLC Human Resource Department (2022)

3.4 Sampling Size and Sampling Procedure

In survey technique, sampling refers to the process of choosing a portion of a population in order to calculate the characteristics of the whole population. In this instance, 101 respondents from KPLC in Nairobi County made up the sampling size. The research chose employees, from senior management to entry-level employees, and used stratified random sampling.

Table 3.2 Sample Size

Position	Target Population	PERENAGE 10%	Sample size
TOP MANAGEMENT	96	10%	10
MIDDLE MANAGEMENT	262	10%	26
LOW MANAGEMENT	646	10%	65
Total	1,004	10%	101

Source: PKLC-HR Department (2021)

3.5 Data Collection Instruments

The questionnaire was the main instrument for data collection and it was structured, having closed-ended questions. According to Patten (2016), questionnaires are ideal in collecting large amounts of data, it is a cheap method for data collection and increases chances of respondent cooperation due to confidentiality. The instrument used the 5-point Likert scale and it was based on the respondents' agreement with each construct of the statement. The questionnaire was divided into sections, covering the bio-data of the respondents, the independent variables and the dependent variables.

3.6 Validity of research instruments

According to Anderson et al. (2004), validity is a determination of whether the results clearly show what the instrument is meant to measure. Validity and reliability are concepts that are used to evaluate the quality of research. They indicate how well a method, technique or test measure something. Reliability and validity were considered when creating the research design, planning the methods of measurement and analysing the results. Reliability and validity were closely related, in that, a measurement can be reliable without being valid whereas if a measurement is valid, it had to be valid.

3.7 Reliability of research instruments

Reliability is the constancy with which a test evaluates the object it is intended to measure (Kirk & Miller, 1986). According to Joppe (2019), reliability refers to an accurate representation of the entire population under study and is measured by the extent to which consequences are predictable over time. A research tool is considered reliable if the results can be verified using a similar methodology.

A measurement's consistency over time, stability over time, and similarity to other measurements are all considered to be three different types of dependability in quantitative research, as per Kirk and Miler (1986). These ideas of reliability and validity in quantitative investigations formed two threads. First, think about reliability in terms of whether the result can be reproduced. The second factor to consider was validity, or if the data collection methods are trustworthy and capture the information that should be captured.

3.8 Data Collection Procedure

The researcher got letters of consent from Kenyatta University and the Central Committee for Science, Technology, and Development prior to data collection (NACOSTI). The researcher handed out each questionnaire one at a time. There was a drop and pick strategy used.

3.9 Data Analysis and presentation

The data that was collected was analyzed via descriptive statistics. The data was visually represented using frequency distribution tables, percentages, and pie charts after being evaluated using the descriptive and inductive statistics of average and standard deviation. This was done quantitatively using the Microsoft SPSS version to code and aggregate the raw data. The study used linear regression and correlation statistics to investigate the connection between the independent and dependent variables. The following formula was used to forecast the study's predictor variables, competitive edge.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Y= Competitive Advantage (CA)

Where: X1 = strategic Supply Chain Responsiveness

X2 = Strategic Supplier partnership

X3 = Strategic Supply Chain Integration

X4 = Strategic customer focus

ε = Error-term

3.10 Ethical Considerations

The researcher took precautions to safeguard the security of sensitive and private data gleaned from the research. The process includes safely preserving the data and only allowing authorized study participants access to it. Throughout the study process, the researcher also upheld a high level of objectivity, preventing any potential biases and guaranteeing the quality and trustworthiness of the data gathered. In addition, the researcher was always kept an eye on the research procedure and alter it as necessary to guarantee that the participants' rights and welfare were always maintained. By abiding by the rules and standards of conduct established by the pertinent research institution, the researcher also made sure that the research methodologies employed were suitable, legitimate, and dependable and maintain the integrity of the research.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The chapter presents the study results based on the study objectives. The findings of the study were guided by the research objectives in section 1.3. Descriptive and inferential analyses were used to analyse quantitative data. Qualitative data were analysed through the use of content analysis.

4.2 Response Rate

As shown, the quantity of respondents was sufficient to support the required data analysis and could be depended upon to produce reliable findings and conclusions. As indicated in figure 4.1, of the 101 questionnaires distributed, 79 were completed and returned for analysis, equating to a response rate of 78%. According to Mugenda (2003), an appropriate response rate in research is greater than 70 percent. Babbie (2004) indicated that return rates of 50% are adequate for analysis and publication, however Fowler (2013) stated that return rates of 70% are excellent. The high response rate could be attributable to the instruments' self-administration.

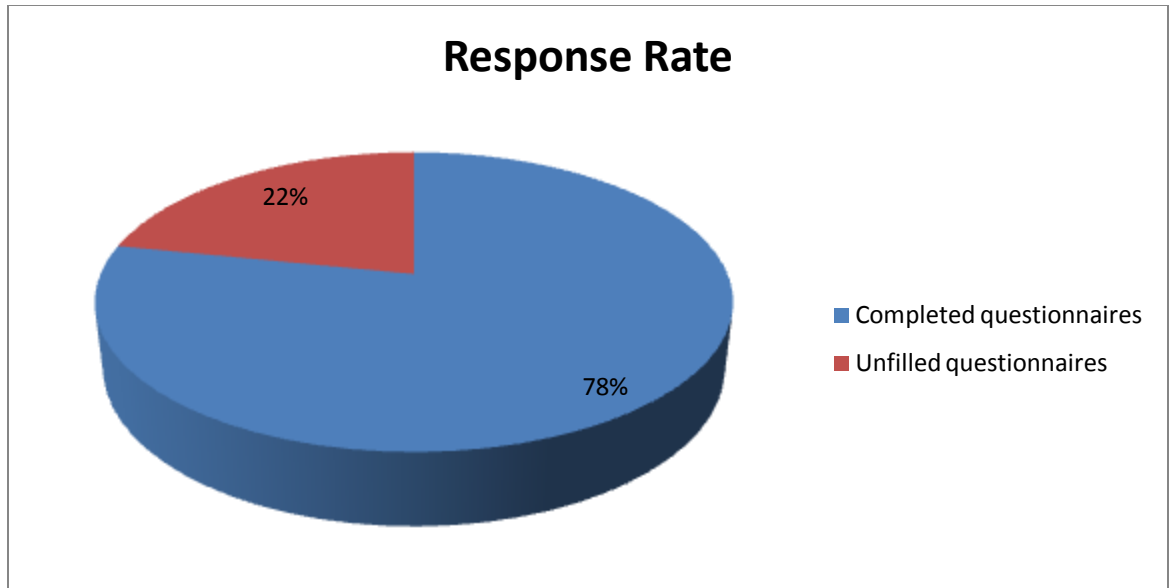


Figure 4.1 Response Rate

Source: Researcher (2023)

4.3 Reliability Tests

Table 4.1: Reliability Test

Constructs	Composite Reliability
Responsiveness	0.774
Partnership	0.794
Integration	0.755
Customer focus	0.713
Competitive Advantage	0.727

Source: Researcher (2023)

The Cronbach's alpha coefficient, one of the most prominent approaches for measuring dependability (Bryman, 2011), was calculated for each variable. Cronbach's alpha was determined to be 0.774 for the responsiveness, 0.794 for the partnership, 0.755 for the integration, 0.713 for the customer focus, and for competitive advantage was 0.727 as

shown in table 4.1, showing an adequate reliability coefficient. According to Saunders, Lewis, and Thornhill (2009) and Bryman (2011), a reliability value of 0.70 is adequate, showing that the constructs have acceptable internal consistency.

4.4 Demographic Characteristics

The respondents' demographic characteristics, including their gender, levels of education, work and experience were recorded.

4.4.1 Gender of Respondents

The respondents' gender breakdown was requested. The outcomes are shown in Table 4.2.

Table 4.2: Gender of Respondents

Gender	Frequency	% Response
Male	42	53
Female	37	47
Total	79	100

Source: Researcher (2023)

The majority of respondents, comprising 53% of the sample, were male, compared to 47% of females. This suggests that men dominate management positions in the Kenyan lightening company in Nairobi City County, Kenya. This corroborates the results of Oswago (2019), who asserted that female middle-level managers in Kenyan firms confront a glass barrier and other professional impediments that impede their advancement.

4.4.2 Level of Education

The level of schooling of the respondent was requested. The outcomes are displayed in Table 4.3.

Table 4.3 Level of Education

Level of Education	Frequency	% Response
Certificate	0	0
Diploma	12	15
Bachelor Degree	35	44
Master Degree	32	41
PhD	0	0.0
Total	79	100

Source: Researcher (2023)

44% of respondents held a bachelor's degree, while 41% held a master's degree and 15% possessed a diploma. This means that KPLC employees were educated and therefore qualified for their positions. The findings corroborate Konya's (2013) conclusion that formal education and professional qualifications greatly influence organizational performance.

4.4.3 Work Experience

The respondents were requested to provide the information in Table 4.4 regarding their employment experience in the KPLC.

Table 4.4 Work Experience

	Frequency	Percent
Less than 5 Years	8	10.1
5 to 10 Years	8	10.1
More Than 10Years	63	79.8
Total	79	100.0

Source: Researcher (2023)

10.1% of respondents had worked in KPLC for 5-10 years, 10.1% had worked for 0-5 years and 63% had worked for more than 10 years. This indicates that the majority of KPLC personnel had sufficient experience to perform their duties. The findings corroborate Konya's (2016) assertion that total years of service is a factor that has a complete impact on organizational effectiveness.

4.5 Descriptive Analysis

The descriptive analysis was based on four independent variables (IV): strategic supply chain responsiveness, strategic supplier partnership, strategic supply chain integration,

and strategic customer focus, and evaluate in relation to the dependent variable (DV), which was the competitive advantage of KPLC, Kenya.

4.5.1 Competitive Advantage

Competitive advantage relates to variables that enable a corporation to produce goods or services more effectively or affordably than its competitors. These elements enable the producing unit to create greater sales or higher profits than its market competitors.

Table 4.5 Competitive Advantage

Statements	Mean	Std. Deviation
My business's advantage over competitors is a result of differentiation and cost savings.	4.0000	.10000
My company's brand equity is our competitive advantage	3.4557	1.01017
My company's low prices give the business a competitive advantage	3.4557	1.01017
My firm's service delivery is precise and effective, which contributes to its competitive advantage.	3.3418	.99854
My company's products are of excellent quality, which helps it acquire a competitive edge.	3.6313	1.11343
The competitive advantage my company has gained through cost leadership and differentiation.	3.6076	1.11422
My company's low prices give the business a competitive advantage.	4.0000	1.33973
Aggregate Score	3.6417	.95518

Source: Researcher (2023).

The study results based on the aggregate score of 3.6417 and 0.95518 for mean and standard deviation respectively indicates that the competitive advantage of KPLC was moderate as indicated by the efficiency levels, effective utilization of resources, brand equity, pricing, service delivery and quality services. This was supported by an individual mean ranging from 3.34 to 4.0. However, majority indicated that the level of competitive advantage was moderately used in Kenya power and lighting company. It was clearly indicated business's advantage over competitors was moderately as a result of differentiation and cost savings. They indicated that KPLC products were of moderate quality, moderately low prices give the business a competitive advantage and moderately competitive advantage of KPLC have gained through cost leadership and differentiation. KPLC firm's service delivery was moderately precise and effective, which contributes to

its competitive advantage. It is evident that the brand equity low prices moderately give the business a competitive advantage, This is supported by Marie (2019).

The result implies that KPLC lacks competitive in its operations as indicated by the proxies used such as cost savings, differentiation, cost leadership and utilization of resources. This implies that KPLC and other industries in the same sector must be alive to effective resource utilization, cost control and differentiation strategies to remain competitive in Energy sector. These factors could help deliver projects and initiatives that will strengthen and cement Kenya Power competitive advantage and secure its profitability

4.5.2 Strategic Supply Chain Responsiveness

A responsive supply chain must fulfill two requirements: it must be responsive to your demands and to the needs of your consumers. Order-filling precision. In today's intensely competitive marketplace, the assurance of prompt delivery is a major selling feature.

Table 4.6 Strategic Supply Chain Responsiveness

	Mean	Std. Deviation
My business understands the importance of giving customers' requests for bespoke items a prompt answer.	3.9003	.76833
According to my organization, an elastic network is comprehensive, strategic, and goes beyond the bounds of the norm to include every aspect of the supply chain it-operates in.	3.9241	.88847
The management group considers the marketplace while implementing more adaptable adjustments.	3.8856	.90998
My business is capable of adapting quickly to the rapidly changing environment and is market-sensitive.	3.9114	1.00256
My business has an informational system that includes clients and suppliers, raises knowledge and competence, and enables participants to broadly access and use information systems.	3.9241	.95777
My business has spent money on product design.	4.5063	.99315

Source: Researcher (2023)

The aggregate mean scores of 4.0086 corresponds to “agree” on the likert scale. The standard deviation of 0.92004 shows a low standard deviation which is below the recommended S.D score of 2.0. The finding was supported by Al-Hawajreh and Murad (2014) that Logistics Process Responsiveness (LPR) and Supplier Network Responsiveness (SNR) affect competitive advantage. The results also indicated that higher level of operations system responsiveness creates higher level of competitive advantage for companies, collectively based on low price, high delivery dependability, and low time to market. Hamid, Baharun, Alifiah (2012) further found that supply chain responsiveness was positively associated with competitive advantage of a firm. Additionally, Somuyiwa, Adebamb (2018) study revealed a positive association between Supply Chain Responsiveness (SCR), SCM practices and Competitive Advantage.

The result indicates that strategic supply chain in KPLC was responsive. The individual statement scores for each indicator of strategic supply chain responsiveness ranged from 3.88 to 4.51 indicating that majority agreed with statements presented. The study found that business understands the importance of giving customers' requests for bespoke items a prompt answer. According KPLC, an elastic network is comprehensive, strategic, and goes beyond the bounds of the norm to include every aspect of the supply chain it operates in. KPLC management group considers the marketplace while implementing more adaptable adjustments. KPLC management group considers the marketplace while implementing more adaptable adjustments. The KPLC business was capable of adapting quickly to the rapidly changing environment and was market-sensitive. KPLC business

have an informational system that includes clients and suppliers, raises knowledge and competence, and enables participants to broadly access and use information systems and has spent money on product design, S supported by Al-Hawajreh and Murad (2014).

It's impossible to overstate the importance of happy customers to a company's productivity, growth, and overall competitive advantage. It key that KPLC money spent on product design and an informational system that actively engages customers and vendors, improves both parties' level of expertise, and provides participants with widespread access to such systems. It is important for the companies in the energy sector to consider modern consumers through communicating with retailers and do business via the web using a wide variety of portable electronic gadgets, use innovative interactions and constant feedback.

4.5.3 Strategic Customer Focus Strategy

Customer-centricity is a corporate approach that places the customer at the center of all business decisions. Instead of prioritizing profits above all else, customer-centric firms center their decisions on how those actions will affect customers. This is a long-term strategy that generates loyalty and trust.

Table 4.7 Strategic Customer Focus Strategy

	Mean	Std. Deviation
Consumers receive quality customer service	3.4937	.52802
My organization has established customer-responsive supply chain practices.	3.4810	.55147
The supply chain processes are customer-focused.	3.4937	.50315
The organization examines the processes periodically	3.5063	.50222
My organization strives to improve its processes constantly.	3.5949	.49404

we listen to and act on customer input, and we create individualized customer experiences.	3.5063	.50315
Aggregate Score	3.5126	.51368

Source: Researcher (2023)

The mean score of 3.5126 on the likert scale translates to "moderately agree." The standard deviation of 0.51368 is below the acceptable S.D. score of 2.0, indicating a low standard deviation. The study agrees with Wambua, Muturi and Rotich (2018) that Companies that assist clients in evaluating their options will increase sales. Customers struggle repeatedly because the presentation of an offer is confusing, causing them to lack confidence in their selection. Tryson, (2022) results found that customer focus was partially mediating the association between strategic planning and competitive advantage. Nyanchama and Murigi (2019) study revealed that customer focus strategies were significant in explaining changes in organizational performance indicating that consumers receiving quality customer service, listening to and acting on customer input creates individualized customer experiences.

The outcome demonstrates that KPLC's moderate strategic customer focus. The individual statement scores for each strategic customer focus strategy indicator varied from 3.4810 to 3.5949, suggesting that the majority moderately agreed with the statements indicated in table 4.7. It is clearly evident that customers in KPLC receive moderate quality services, moderately gives customer responses and that the supply chain processes are moderately customer focused. Further, the respondents indicated that moderately KPLC examines the processes periodically, strives to improve its processes constantly and KPLC moderately listens to and act on customer input, and moderately creates individualized customer experiences. It implies that KPLC's level of customer

focus and interaction is still below the standard. The Customer Service department is responsible for handling everything that has to do with the company's clientele. Analysis of new and current customer sales, increase in sales of power units over the plan period, and innovations and service reforms to improve sales growth and customer happiness are all part of this.

4.5.4 Strategic Supplier Partnerships

When the relationship between companies and their suppliers shifts from transactional to strategic, extraordinary things can occur. In addition to improved communication, trust, resilience, collaboration, efficiency, and profitability, parties begin to think creatively and utilize innovative deals such as rebates more often.

Table 4.8 Strategic Supplier Partnerships

	Mean	Std. Deviation
KPLC has a policy in place that regulate the partnerships	3.9224	.51203
There is Information exchange between suppliers and the company	3.9998	.50087
There is Joint operational planning with its supplier partners	3.9937	.57444
The Risks are shared with partners and reduces costs	3.9763	.67765
Aggregate Score	3.9731	.5662

Source: Researcher (2023).

The study results indicated that KPLC has a policy in place that regulates its business partnership (Mean=3.9224, Std Dev=0.51203). The study result agrees with Deya (2018) that found that the key strategic partnerships studied create competitiveness through co-operation rather than competition. The study also established that strategic partnerships provide partners with an opportunity to tap into resources, knowledge, capabilities and

skills of their partners to gain competitiveness. These assets (superior skills) and capabilities (superior resources) are the main sources of competitiveness for a firm. Further, Marie (2019) found that strategic supplier partnership can be an instrument of building maximum competitive advantage. Za'faran (2018) findings of the study provide a striking demonstration of the importance of strategic supplier partnership in SCM in manufacturing companies in Malaysia in enhancing its product quality performance and business performance.

The findings also indicated that there was information exchange between suppliers and the company (Mean=3.9998, Std dev=0.50087). In addition, the results of the study indicated that there was a joint operational planning with its supplier partners (M=3.9937, Std dev=0.57444). Further, the results revealed that the risks were shared with partners and enabled KPLC to reduce costs of its operations (Mean=3.9731, Std Dev=0.5662). This indicated that this mental adjustment may not occur quickly in KPLC, but companies that learn to view their suppliers as strategic partners begin to recognize that the us-versus-them mentality is an ineffective construct. Customers can only be served effectively through a collaborative, mutually-beneficial effort. In doing so, corporations especially those in the energy sector and their suppliers get a new perspective on the world, one in which their collaborative efforts produce more meaningful contributions and, perhaps, better outcomes for all parties involved.

4.5.5 Strategic Supply Chain Integration

The process of integrating all of the many parties that are engaged in the shipping and delivery of a product into a single database is known as supply chain integration. In order

to accomplish this, a large amount of coordination and alignment is required. This is necessary in order to guarantee that everyone is successfully working toward the same goal at all times.

Table 4.9 Strategic Supply Chain Integration

	Mean	Std. Deviation
At my organization, strategic firm-supplier integration has been established	4.5063	.50315
My company has strategically integrated firm-customer integration, and we are always open to learning and applying more successful integration strategies.	4.6456	.48140
The corporation has embraced internal firm integration, and product integration is carried out efficiently there.	4.4810	.50283
At my organization, strategic firm-supplier integration has been established.	4.5949	.49404
My company has strategically integrated firm-customer integration, and we are always open to learning and applying new, more efficient integration strategies.	4.4430	.49992
Aggregate Score	4.5342	.49627

Source: Researcher (2023)

The aggregate mean scores of 4.5342 corresponds to “agree” on the likert scale. The standard deviation of 0.49627 shows a low standard deviation which is below the recommended S.D score of 2.0. The study was supported by Zainuddin, (2021) that supply chain integration has a positive effect on operational performance, the results also show that competitive advantage has a positive effect on operational performance. According to Prajogo (2012) Supply chain integration and competitive advantage is widely considered by both practitioners and researchers a vital contributor to supply chain performance. Information technology capabilities and information sharing both have significant effects on logistics integration. Furthermore, long-term supplier

relationships have both direct and indirect significant effects on performance; the indirect effect via the effect on information integration and logistics integration.

The result indicates that strategic supply chain in KPLC was fairly integrated. The individual statement scores for each indicator of strategic supply chain integration ranged from 4.44 to 4.64 indicating that majority agreed with statements presented. The results therefore indicated that at KPLC, strategic firm-supplier integration has been established, and the company was always open to learning and applying more successful integration strategies. The corporation had embraced internal firm integration, and product integration was carried out efficiently. This implies that customer focus, infrastructure growth, network administration, loss prevention, and resource allocation has provided the framework strategic supply chain integration.

4.6 Inferential Analysis

Conclusions will be drawn through the application of inferential statistical analysis. It enables users to infer or draw conclusions about patterns in a wider population based on samples that have been studied.

Table 4.10 Correlations

		Responsiveness	Partnership	Integration	Customer focus	Competitive Advantage
Responsiveness	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	79				
Partnership	Pearson Correlation	.473**	1			
	Sig. (2-tailed)	.600				
	N	79	79			
Integration	Pearson Correlation	.367**	.033	1		
	Sig. (2-tailed)	.301	.770			
	N	79	79	79		
Customer focus	Pearson Correlation	.354**	.017	.997**	1	
	Sig. (2-tailed)	.801	.882	.800		
	N	79	79	79	79	
Competitive Advantage	Pearson Correlation	.590**	.552**	.750**	.731**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	79	79	79	79	79

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

Source: Researcher (2023)

The results in Table 4.10 shows that strategic supply chain responsiveness had a positive and significant effect on competitive advantage (P=0.590, sig=0.000). The relationship between strategic supply chain partnership and competitive advantage was positive and significant (P=552, sig=0.000). The result also indicates that the correlation between strategic supply chain integration and competitive advantage was positive and significant (P=750, sig<0.05). Moreover, the results indicate that the correlation between customer focus and competitive advantage was positive and significant (P=0.731, sig<0.05). The

values of Pearson correlation were all greater than 0.5 indicating that the independent variables (strategic supply chain responsiveness, strategic supply chain partnership, strategic supply chain integration and customer focus) had a strong effect on competitive advantage.

Table 4.11 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.928 ^a	.861	.853	1.35724

a. Predictors: (Constant), Strategic Supply Chain Responsiveness, Strategic Supply Chain Partnership, Strategic Supply Chain Integration, Customer Focus

Source: Researcher (2023)

The table presents the coefficient of determination represented by adjusted R square of 0.853 indicating that 85.3% changes in competitive advantage of KPLC was explained by the changes in strategic supply chain responsiveness, strategic supply chain partnership, strategic supply chain integration and customer focus. Other factors not considered in this model contributed to 14.7% changes in competitive advantage. The correlation coefficient value of 0.928 indicates that the variables were strongly and positively correlated.

Table 4.12 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	841.558	4	210.389	114.212	.000 ^b
	Residual	136.315	74	1.842		
	Total	977.873	78			

a. Dependent Variable: Competitive Advantage

Source: Researcher (2023)

The result in table 4.12 on analysis of variance presents the model fitness at 95% confidence interval. The results indicate that the F calculated of 114.212 surpassed the F critical of 4.96 indicating that the model was fit to test the relationship amongst variables (sig<0.05).

Table 4.13 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11.843	3.175		3.730	.000
Strategic Supply Chain Responsiveness	.476	.261	.098	1.820	.073
1 Strategic Supply Chain Partnership	1.301	.144	.458	9.047	.000
Strategic Supply Chain Integration	3.823	1.031	2.190	3.708	.000
Customer Focus	2.571	1.012	1.496	2.541	.013

a. Dependent Variable: Competitive Advantage

Source: Researcher (2023)

$$Y = 11.843 + 1.301X_2 + 3.823X_3 + 2.571X_4 + \epsilon$$

The study found that strategic chain responsiveness had insignificant effect on competitive advantage. The study found that strategic supply chain partnership had a significant positive effect on competitive advantage. The results indicated that strategic supply chain integration had a positive and significant effect on competitive advantage of KPLC. Moreover, the study results indicated that customer focus had a significant positive effect on competitive advantage at 95% confidence interval.

The result in table 4.13 indicates that strategic supply chain responsiveness unit change had insignificant effect on competitive advantage at 95% confidence interval ($\text{sig} < 0.073$). The findings disagree with Al-Hawajreh and Murad (2014) that Logistics Process Responsiveness (LPR) and Supplier Network Responsiveness (SNR) affect competitive advantage. Moreover, Hamid, Baharun, Alifiah (2012) further found that supply chain responsiveness was positively associated with competitive advantage of a firm. Additionally, Somuyiwa, Adebamb (2018) study revealed a positive association between Supply Chain Responsiveness (SCR), SCM practices and Competitive Advantage. It clearly indicates that the customer priority and quick delivery in energy sector especially the monopolies companies do not significantly affect the level of competitiveness. These companies should focus on other supply chain strategies suchs as partnership and integration.

The result indicated that a unit change in strategic supply chain partnership resulted to 1.301 units changes in competitive advantage. The study results agree with Deya (2018) that found that the key strategic partnerships studied create competitiveness through co-operation rather than competition and has significant effect on competitive advantage. Further, Marie (2019) found that strategic supplier partnership is significant in building maximum competitive advantage. Za'faran (2018) findings indicate that strategic supplier partnership has a significant effect on product quality performance and business performance. This implies that strategic supply chain partnership is key to any energy industry to remain ever competitive.

The study indicated that a unit change in strategic supply chain integration resulted to 3.823 units changes in competitive advantage of KPLC. The study was supported by Zainuddin, (2021) that supply chain integration has a positive effect on operational performance, the results also show that competitive advantage has a positive effect on operational performance. According to Prajogo (2012) supply chain integration has a significant effect on competitive advantage. It is possible that this revolution, which is reshaping the product development through integration and distribution processes, will have an impact on the energy industry comparable to that of the industrial revolution or the introduction of mass production.

The study indicated that a unit change in customer focus resulted 2.571 units changes in competitive advantage. The study agrees with Wambua, Muturi and Rotich (2018) that customer focus has a significant positive effect on competitive advantage. Tryson, (2022) results found that customer focus was partially mediating the association between strategic planning and competitive advantage. Nyanchama and Murigi (2019) study revealed that customer-focus strategies was significant in explaining changes in organizational performance. Kenya Power and Lighting Company must continuously assess and improve its customer satisfaction metrics. A company's bottom line might benefit from attentiveness to its customers' needs and wants.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the summary of the study, conclusion and recommendations based on the objectives and guided by the results in chapter four.

5.2 Summary of Study Results

Competitive advantage relates to variables that enable a corporation to produce goods or services more effectively or affordably than its competitors. Majority of the respondents indicated that the level of competitive advantage was moderately used in Kenya power and lighting company. It was clearly indicated business's advantage over competitors was moderately as a result of differentiation and cost savings. They indicated that KPLC products were of moderate quality, moderately low prices give the business a competitive advantage and moderately competitive advantage of KPLC have gained through cost leadership and differentiation. KPLC firm's service delivery was moderately precise and effective.

In today's intensely competitive marketplace, the assurance of prompt delivery is a major selling feature. According KPLC, an elastic network is comprehensive, strategic, and goes beyond the bounds of the norm to include every aspect of the supply chain it operates in. KPLC management group considers the marketplace while implementing more adaptable adjustments. The KPLC business was capable of adapting quickly to the rapidly changing environment and was market-sensitive. KPLC business has

informational system that include clients and suppliers, raises knowledge and competence, and enables participants to broadly access and use information systems and has spent money on product design.

Customer-centricity is a corporate approach that places the customer at the center of all business decisions. This is a long-term strategy that generates loyalty and trust. It is clearly evident that customers in KPLC receive moderate quality services, moderately gives customer responses and that the supply chain processes were moderately customer focused. Further, the respondents indicated that moderately KPLC examines the processes periodically, strives to improve its processes constantly and KPLC moderately listens to and act on customer input leading to unmet individualized customer experiences.

In addition to improved communication, trust, resilience, collaboration, efficiency, and profitability, parties begin to think creatively and utilize innovative deals such as rebates more often. The study results indicated that KPLC has a policy in place that regulates its business partnership. The findings also indicated that there was information exchange between suppliers and the company. In addition, the results of the study indicated that there was a joint operational planning with its supplier partners. Further, the results revealed that the risks were shared with partners and enabled KPLC to reduce on costs of its operations. Customers can only be served effectively through a collaborative, mutually-beneficial effort. In doing so, corporations and their suppliers get a new perspective on the world, one in which their collaborative efforts produce more meaningful contributions and, perhaps, better outcomes for all parties involved.

The process of integrating is necessary in order to guarantee that everyone is successfully working toward the same goal at all times. The results indicated that at KPLC, strategic firm-supplier integration has been established, and the company was always open to learning and applying more successful integration strategies. The corporation had embraced internal firm integration, and product integration was carried out efficiently.

5.3 Conclusions

Based on statistical results the study concluded that strategic supply chain responsiveness had no significant effect on competitive advantage. Strategic supply chain partnership had a significant positive effect on competitive advantage. A unit change in strategic supply chain partnership resulted to units changes in competitive advantage in same direction.

The study concluded that strategic supply chain integration had a positive and significant effect on competitive advantage at KPLC. A unit change in strategic supply chain integration resulted to units changes in competitive advantage at KPLC. The study concluded that customer focus had a significant positive effect on competitive advantage

5.4 Recommendations

Supply chain activities are essential to the success of enterprises. Regardless of a product's quality, a slow or frequently interrupted supply chain may limit a company's ability to wow clients and save costs. Businesses must create a flexible supply chain, regardless of whether they handle their own logistics or rely on third-party providers. Monitoring the response-required elements is the initial stage in developing a responsive

supply chain. KPLC must anticipate changes in demand, yet conventional methods are insufficient.

It is not possible to assess every potential supplier to be strategic. It is helpful for KPLC to begin by segmenting their suppliers as a first step toward identifying their strategic suppliers. Then, they should inquire as to whether or not they contribute to the provision of a competitive edge in the market.

The Kenya Power and Lighting Corporation should conduct research on the process of supply chain integration because they are both participants in supply chains and integrators of their own supply chains. After conducting an in-depth analysis, each participant should then develop an internal business case for participating in specific supply chains and decide, in accordance with formal supply chain agreements and the requirements of the chain, the degree to which they will integrate with their customers and suppliers. This decision should be made as soon as possible.

The Kenya Power and Lighting Company ought to utilize benchmarks and metrics in order to assess the effectiveness of the supply chain. It is important to carefully link metrics with incentives or penalties in order to drive optimal performance throughout the supply chain. However, due to the high cost of data collection, reporting, and analysis, participants in the supply chain should choose only the metrics absolutely necessary to meet their needs, carefully monitor and analyze the data, and most importantly, follow through with appropriate action to improve performance.

5.5 Suggestions for Further Study

The study was based on strategic supply chain management on competitive advantage of Kenya Power and Lighting Company, Nairobi City County and operationalized its independent variables using Strategic Supply chain responsiveness, strategic customer Focus strategy, strategic Supplier partnerships and strategic supply chain integration. Other studies should consider operationalizing strategic supply chain management different and focus their studies on other sectors of economy.

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APPENDICES

APPENDIX I: INTRODUCTORY LETTER

Dear Sir/ Madam,

I am Kenyatta University's Allan Kirwa Master's student working on a study on strategic logistics management and competitive disadvantage in Nairobi's energy sector. This partially satisfies the criteria for the Kenyatta University MBA degree program. Analyzing strategic supply chain management and competitive advantage is the goal of this study. The findings of this research will help to clarify how management of supply chains tactics improve comparative benefit. You should participate in a survey to aid participants in the industry in understanding how to evaluate strategic supply planning and competitive edge and how to make the necessary decisions. Your name won't be mentioned anywhere in the report because this is scholarly study and extreme confidentiality is stressed. Please set aside some time to answer the questionnaire that is included.

Your sincerely,

Allan Kirwa

APPENDIX II: QUESTIONNAIRE

SECTION A: DEMOGRAPHIC INFORMATION

1. Indicate your gender

Male

Female

2. Indicate your education Level?

Certificate

Diploma

Bachelor Degree

Master Degree

PhD

3. How long have you worked at KPLC?

Below 5 years

5 to 10 Years

More than 10 Years

SECTION 2: STRATEGIC SUPPLY CHAIN

Supply chain Responsiveness on Competitive Advantage

Please check the box next to your positive feeling that corresponds to your subjective view for each item on a Likert - type scale of 1–5, wherein 1 represents a serious disagreement, 2 a disagreement, 3 a moderate opinion, 4 an agreement, and 5 a strong agreement.

	1	2	3	4	5
My business understands the importance of giving customers' requests for bespoke items a prompt answer.					
According to my organization, an elastic network is comprehensive, strategic, and goes beyond the bounds of the norm to include every aspect of the supply chain it-operates in.					
The management group considers the marketplace while implementing more adaptable adjustments.					
My business is capable of adapting quickly to the rapidly changing environment and is market-sensitive.					
My business has an informational system that includes clients and suppliers, raises knowledge and competence, and enables participants to					
My business has spent money on product design.					

How does the business handle the supply chain, in your opinion.....?

Supply Chain Integration on Competitive Advantage

	Statements	1	2	3	4	5
1	At my organization, strategic firm-supplier integration has been established.					
2	My company has strategically integrated firm-customer integration, and we are always open to learning and applying more successful integration strategies.					
3	The corporation has embraced internal firm integration, and product integration is carried out efficiently there.					
4	At my organization, strategic firm-supplier integration has been established.					
5	My company has strategically integrated firm-customer integration, and we are always open to learning and applying new, more efficient integration strategies.					

How well is the distribution network integrated, in your opinion?

.....

.....

Customer Focus on Competitive Advantage

	Statements	1	2	3	4	5
1	Consumers receive quality customer service					
2	My organization has established customer-responsive supply chain practices.					
3	The supply chain processes are customer-focused.					
4	The organization examines the processes periodically.					
5	My organization strives to improve its processes constantly.					
6	we listen to and act on customer input, and we create individualized customer experiences.					

In your view, how is customer focus carried out?

.....

.....

.....

Supplier Partnerships on Competitive Advantage

	Statements	1	2	3	4	5
1	KPLC has a policy in place that regulate the partnerships					
2	There is Information exchange between suppliers and the company					
3	There is Joint operational planning with its supplier partners					
4	The Risks are shared with partners and reduces costs					

How are supplier partnership in the organization carried out, in your opinion.....

Competitive Advantage

	Statements	1	2	3	4	5
1	My business's advantage over competitors is a result of differentiation and cost savings.					
2	My company's brand equity is our competitive advantage					
3	My company's low prices give the business a competitive advantage					
4	My firm's service delivery is precise and effective, which contributes to its competitive advantage.					
5	My company's products are of excellent quality, which helps it acquire a competitive edge.					
6	The competitive advantage my company has gained through cost leadership and differentiation.					
7	My company's low prices give the business a competitive advantage.					

How can the business increase or keep its competitive edge in your opinion.....?

THANK YOU FOR YOUR TIME

APPENDIX III: APPROVAL OF PROJECT PROPOSAL



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

F.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 16th February, 2023

TO: Allan Kirwa
C/o Business Administration Dept.

REF: D53/CTY/PT/28252/2014


SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 15th February, 2023 approved your Research Project Proposal for the MBA Degree Entitled, "Strategic Supply Chain and Competitive Advantage of Kenya Power and Lighting Company, Nairobi City County".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.


16 FEB 2023
DR. HARRIET ISABOKE
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration Department.

Supervisors:

I. Dr. Jedidah Muli
C/o Department of Business Administration
Kenyatta University

APPENDIX IV: RESEARCH AUTHORIZATION



KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/CTY/PT/28252/2014

DATE: 16th February, 2023

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

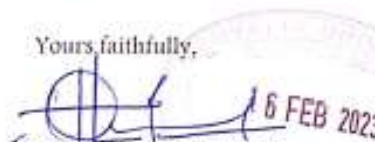
RE: RESEARCH AUTHORIZATION FOR – ALLAN KIRWA REG. NO. D53/CTY/PT/28252/2014

I write to introduce Mr. Allan Kirwa who is a Postgraduate Student of this University. He is registered for MBA degree programme in the **Department of Business Administration**.

Mr. Kirwa intends to conduct research for a MBA Project Proposal entitled, “**Strategic Supply Chain and Competitive Advantage of Kenya Power and Lighting Company, Nairobi City County**”.






Any assistance given will be highly appreciated.

Yours faithfully,


6 FEB 2023
PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

EX/na

APPENDIX V: RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 296129	Date of Issue: 02/March/2023
RESEARCH LICENSE	
	
<p>This is to Certify that Mr. ALLAN KIRWA of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: STRATEGIC SUPPLY CHAIN MANAGEMENT AND COMPETITIVE ADVANTAGE OF KENYA POWER AND LIGHTING COMPANY, NAIROBI CITY COUNT for the period ending : 02/March/2024.</p>	
License No: NACOSTI/P/23/23991	
296129	
Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
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