

**STRATEGIC OBJECTIVES AND PERFORMANCE OF SELECTED
QUICKMART SUPERMARKETS IN NAIROBI CITY COUNTY, KENYA**

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DECLARATION

The research project is my original work and to the best of my knowledge it has not been submitted for the award of any degree in any other university. It should not be reproduced without the permission of the author.

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The research project has been submitted for examination with my approval as the duly appointed university supervisor.

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DEDICATION

The research project is dedicated to my beloved mum and dad, Mrs. Josphine Mueni and Mr. Mutisya Wambua. Also, this project is dedicated to my sisters: Cynthia Wambui, Nelly Mwendu, and Precious Mwikali. I appreciate them for their continued support and love throughout my journey of doing this research project. Special thanks to my husband Claus Shuma for the constant encouragement and belief in me.

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OPERATIONAL DEFINITION OF TERMS

Business partnership	A cooperative relationship between two or more entities that involves sharing resources and aligning strategic interests to enhance competitiveness, expand market reach, and achieve mutual goals.
Competitive edge	This is the advantage that an entity will have over the others when they consider some strategies or actions.
Cost leadership	This is a business strategy aimed at becoming the lowest-cost producer in a market or sector while maintaining acceptable levels of quality through embracing operational efficiency, technological advancement to cost control and offer competitive prices to clients.
Covid-19	This is an infectious disease caused by the novel coronavirus SARS-CoV-2 that was primarily spread through respiratory droplets from coughs, sneezes, or talking, and by touching contaminated surfaces.
Internal processes	These are a series of activities, tasks, and workflows that take place within an organization to ensure efficiency, effectiveness, productivity, and consistency of the processes and performance of other departments.
Market Penetration	This is a business strategy that involves increasing a company's market share within its existing market segments while at the same time ensuring customer satisfaction and loyalty, expanded customer base and being price-

sensitive.

Market share	This is the portion or segment of a market monitored or subdued by an entity.
Organizational Performance	This is the measurement and evaluation of an entity's effectiveness in achieving its strategic objectives and desired outcomes as demonstrated by increased market shares, revenue growth, increased number of supermarket chains, and maintaining the existing customers.
Retail sector	This encompasses all businesses that concentrates on sales of products and services, either through physical stores or via online.
Strategic objectives	These are specific, measurable goals that an organization sets to guide its actions and efforts towards achieving its desired outcomes and long-term success as demonstrated through cost leadership, strategic partnerships, market share, and effective internal processes.

ABBREVIATIONS AND ACRONYMS

DC	Dynamic Capabilities
DMADV	Define-Measure-Analyze-Design-Validate
FMCG	Fast-moving Consumer Goods
GDP	Gross Domestic Product
KRA	Kenya Revenue Authority
MNC	Multinational Corporation
NACOSTI	National Commission for Science, Technology, and Innovation
RBV	Resource-Based View
ROA	Returns on Assets
SMEs	Small-and medium-scale enterprises
SPSS	Statistical Package for Social Sciences
VRIO	Value, Rarity, Imitability, Organization

ABSTRACT

The global retail market was valued at USD 11,324.4 billion in 2021 and was projected to grow at an annual rate of 3 percent between 2022 and 2030. Quickmart Supermarket in Kenya has yet to fully tap into the growing retail demand, despite its 53 branches and regional expansion into Uganda and Rwanda. This study was conducted to assess the effect of strategic objectives on the performance of selected Quickmart supermarkets in Nairobi City County, Kenya. The specific objectives were to determine the influence of market penetration, cost leadership, business partnerships, and internal processes on organizational performance. The study adopted a descriptive research design and targeted a population of 588 staff members from six Quickmart branches. A sample size of 238 respondents was determined using stratified sampling. Data were collected using structured questionnaires. A pilot study was carried out with 24 participants to test the research instrument. The results of the pilot test were used to revise and validate the tool before the main data collection. Both content and construct validity were ensured by consulting experts and aligning the tool to the conceptual framework. Reliability was tested using Cronbach's Alpha, with all variables exceeding the recommended threshold of 0.70, indicating high internal consistency. Quantitative data were analyzed using descriptive and inferential statistics, including correlation and regression analysis. The findings indicated that all four strategic objectives, market penetration, cost leadership, business partnerships, and internal processes, had a significant positive relationship with organizational performance. The study concluded that a multi-dimensional strategic approach enhances the performance of Quickmart supermarkets. The research recommends continuous innovation and strategic alignment to maintain competitiveness in the dynamic retail environment.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The performance level of entities observed in a sector or organization is significant to the management as it demonstrates the outcomes and outputs concerning the intended objectives. Organizations endeavor to be profitable by adjusting their processes to fulfill the customers' demands and considering the dynamic business environment. According to Karanja, Mugambi, and Murui (2021), the retail sector is aggressively competing and has shifted notably over the past decade because of the national economy. Moreover, for survival and sustainability, organizations must continuously work on new opportunities and improve their creativity and malleability in reaction to the market economy's intense competition and globalization developments.

Organizations in the retail sector have encouraged the challenge of having to shift and maintain culture-focused processes so that they maximize the abilities of the human resource and their productivity (Slack, Singh, & Sharma, 2020). Such organizations struggle to embrace a corporate culture and, at the same time, contribute to the organization's general objectives. Therefore, for organizations to survive and be sustainable in a volatile environment where markets are expanding and customer needs are changing, they ought to display a distinct culture. The culture is characterized by approaches of adaptability, malleability, vigor, recognizing advantageous and organic frameworks and culture, and maximizing the abilities and contribution of employees.

Globally, the retail sector is critical to the rise of gross domestic product (GDP) of different countries. The business environment has witnessed continuous changes in various aspects, affecting firms' operations in the retail sector. From the start of the

millennium, supermarkets have been impulsive, volatile, and characterized by much competition, which has prompted a rethinking and reexamination of particular and overall growth strategies as elaborated by Mwai, Ntale, and Ngui (2018). The global retail market size was worth 11,324.4 billion dollars in 2021 and is anticipated to rise at a compound annual growth rate of 3 percent from 2022 to 2030 (Karanja, Mugambi, & Murui, 2021). The rise in the market size was majorly because of the COVID-19 lockdown. The pandemic motivated increased spending on retail goods such as groceries and food stuffs, high online-grocery sales volume, and customer polarization. It caused some divergence where customers scaled up purchase of products from supermarkets. Moreover, pandemic motivated actions such as cooking at home and raising expenditures on household items globally, driving the market growth even further.

In Africa, there has been a rise in the number of supermarkets since 1995, shifting the retail food industry. Supermarkets have expanded speedily in the Southern and Eastern regions of Africa and are presently extending from moderate big cities, upcoming towns, and marginalized regions. However, a recent report by Karanja, Mugambi, and Murui (2021) indicate that customers in Africa on average insist on acquiring 70 percent of their food, beverages and home items from small independent shops, which are above 2.5 million in the continent. For instance, Nigeria has above 600,000 retailers who are responsible for 97 percent of national sales (Diba & Omwenga, 2019). In South Africa, 30 percent of the retail market sales are attributed to the small shops. In Morocco, Egypt, and Kenya, traditional retailing specifically in small shops is responsible for all 82 percent, 75 percent, and 72 percent of all the retail sales, despite the three nations having many entrenched supermarket and hypermarket chains.

Mwai, Ntale, and Ngui (2018) elaborate that traditional retailing has been dominant because of the proximity, adaptability, and convenient operational hours of these small shops. Tijani, Osagie, and Afolabi (2021) further explain that it has been easier for small-scale buyers in Africa to deal with small shops because they have products on credit as opposed to dealing with supermarkets. This is showcased by the large proportion of customers in Morocco who would rather buy their products from small shops, where credit is offered in 90 percent of the shops. Traditional retail in Africa is shifting as shops are embracing digital retail services and the rising market size that is cognizant of digital retail services that are presently the reserve of supermarkets and hypermarkets.

The retail industry is more competitive in Kenya compared to other countries in East Africa because it is considered the gateway of the region. Kenya has four major retail stores, including Naivas, Carrefour Kenya, Cleanshelf, Chandarana Food Plus, Quickmart, and others (Tijan, Osagie, & Afolabi, 2021). Quickmart is one of the most recent supermarkets in the country. Carrefour, Village Supermarket, and Game Stores are other retail chains that operate in Kenya. Naivas, Chandarana, Eastmatt, Quickmart, and more are among the locally-based supermarket chains in the country, among many other independent chains.

Kenya is experiencing rapid economic growth as well as a rising middle class that has changed the shopping trends. The retail market in the country has witnessed vast growth between 2005 to 2010 of 5.5 percent (Slack, Singh, & Sharma, 2020). However, this growth has been challenged in last five years with some larger supermarkets experiencing stability issues as others exit the industry like Tusky and

Uchumi. Kenya's GDP increased from 4.7 percent in 2013 compared to the previous year's performance of 4.6 percent, and the inflating reducing from 9.4 percent in 2019 to 5.6 in 2013 (Diba & Omwenga, 2019). The retail market was one of drivers of the rising economy and eased inflation.

The largest number of supermarkets is found in Nairobi City County. Nairobi city also prides itself on having the most renowned retail stores in the nation, over 35, because of its large population of approximately 4.5 million (Mwai, Ntale, & Ngui, 2018). The number of hypermarkets is above 16, and 122 independent supermarkets in the city. The core objective for profit-oriented ventures is profit maximization. Nonetheless, heightened competition in the retail market has been experienced in almost all sectors in the past two decades. One of the overriding goals of entities in a free enterprise structure is to outshine others in a comparable segment. Owing to the dynamic and complex environment, organizations endeavor to have a competitive advantage to survive or dominate the market. Firms may attain a sustainable competitive advantage in a given sector with proper strategic objectives. Munyori and Karanja (2018) note that supermarkets must be strategic to stay viable and thriving in the intense competition in the business environment.

The retail market *also* presents a variety to consumers, having a blend of modern retail stores that incorporate consumer products manufactured and distributed by numerous multinational companies. Supermarkets that stock their products in these warehouses also involve informal deals, such as family regulation issues (Diba & Omwenga, 2019). The retail sector in Kenya has not been extensively exploited, with a rising demand for retail goods and services as also marked by the rising Kenyan

population (Machocho & Awuor, 2018). Moreover, the development and projected entry to the global markets is a significant boost to the retail sector.

The expanding level of urbanization is 4 percent every year, which also gives room for supporting the retail market (Arasa & Achuora, 2020; Achuora & Robert, 2020). The imminent coming of multinational retailers such as Walmart, Amazon, and game stores is anticipated to create a base and has also curtailed the Kenyan retail market. The rising population in urban regions explains the need for more supermarkets, including Quickmart, as people are demanding products and services. Other supermarkets have presently differentiated their products with unrelated offerings like pharmacies, hotel services, pharmaceutical products, etc.

1.1.1 Organizational Performance

Munyori and Karanja (2018) found that supermarkets' performance is an outcome of environmental elements and the degree to which customers frequent a retail store. Frequent consumers are achieved by considering various characteristics surrounding the supermarket, including location, hours of operation, products and services offered, the supermarket's layout, service, marketing or the intensity of adverts, and the customer's preferences and behavior as met by the store. Moreover, the supermarkets' choice of supermarket characteristics and factors are determined by triggering elements like local rivalry and demand factors. This also means that retail stores have some moderation or independence in their strategic objectives to outdo or compete with the rest in the market.

Gatutha and Namusonge (2020) studied the significance of all kinds of supermarket performance measures since these metrics are very much interrelated. They cited an

example of a supermarket with a high level of sales that may not always constitute a high productivity-founded performance, simply put, sales per square meter; or a high-profitability-founded performance such as profit margins. This implies that various supermarket performance measures, when used, present a multifaceted view of how supermarkets or their branches do. Karanja, Mugambi, and Murui (2021) proposed a model incorporating the effects of many suggested experiences on market-founded performance, productiveness, and financial performance. They grouped supermarkets' performance in terms of economic outcomes into three extensive classifications: market-founded performance, which related to how well a supermarket competed for consumers in the local market where it exists and quantified by variables such as the number of sales and market share, productivity performance examined in terms of sales per square meter floor area or for every labour hour, and financial performance which examined revenues, expenses, and profits.

On the other hand, Achuora and Robert (2020) operationalized supermarket performance by embracing an all-inclusive demonstration of every supermarket, including three performance indicators of market founded performances (number of sales, number of customers for every week, and average transaction per customer), three metrics of productivity, sales per labor hour, sales per square meter floor space, and sales per stock investment), and six metrics of financial performance (operating cost, profitability, operating profit, gross profit, etc.). In most cases, the organizational performance is quantified using the increased market share of the supermarket as signified by the sustained retainers of customers and an increasing sales growth. The existing customers must be kept loyal and continuously satisfied with the products of the supermarket, as a mark of performance. In their study, Karanja, Mugambi, and Murui (2021) utilized sales growth, ROA, and increase in market share, which were

observable variables that could indicate economic performance. When investigating supermarkets and other players in the retail sector, it is critical to embrace a shared metric for both groups of firms.

Performance as it relates to strategic objectives could be examined in terms of organizational, strategic, and environmental harmony. Gatutha and Namusonge (2020) study revealed that firms that formulate strategic objectives and pursue these register higher performances after a short while. This suggests that pursuing strategic objectives leads to more direct and instant advantages for the organizations, confirming Karanja, Mugambi, and Murui's (2021) judgment that returns to exploiting a market strategically are "positive, proximate, and probable (Arasa & Achuora, 2020)." Such retail stores have formed utility for customers, consequently leading to an environment of fulfillment and creating value for the products and services. As such, supermarkets increase the worth of goods and services by raising their value and creating more chances for consumers' accessibility, which encompasses their revenue growth. Consumer accessibility also takes the dimension of increasing the number of supermarket chains to different cities and towns that also contributes to expanded market share and the overall performance of the organization. Kenya was recently cited as the most developed as far as establishing new stores is concerned. In that sense, the current research study on Quickmart Supermarket measures performance in terms of market share, revenue growth, number of supermarket chains, and consistent existing customers.

1.1.2 Strategic Objectives

A superseding objective is significant for a business enterprise's success or survival. Companies need to come up with some strategic objectives to achieve and determine

specific strategies that would steer competitive edge or growth. Tijan, Osagie, and Afolabi (2018) define strategic objectives as purpose statements that facilitate the creation of the general vision and anticipated goals and measurable practices for a firm to attain the expected outcome. Core competencies, as a strategic framework, can be used to explain the variables of strategic objectives such as cost leadership, differentiation, partnership, market penetration, and internal processes. Core competencies the distinctive experiences, knowhow, and resources inherent in an organization, which cannot be imitated by rivals.

Differentiation often relies on unique capabilities in product design, innovation, branding, or customer service. Business partnership capabilities can be considered core competencies in terms of collaborative as opposed to competitive approach to the business environment. Core competencies that support market penetration may include strong distribution networks, effective sales and marketing capabilities, and a deep understanding of customer needs and preferences. These competencies allow the organization to expand its customer base and increase sales within existing markets. Therefore, this study focuses on market penetration, cost leadership, business partnerships, and internal processes as key variables in expressing how strategic objectives influence organizational performance.

According to Gatutha and Namusonge (2020), market penetration includes customer loyalty, competitive pricing, customer base, product bundling, customer satisfaction, and among others. Core competencies in research and development, design, or customer relationship management can enable the creation of distinctive products or services, supporting a differentiation strategy.

The idea of a customer base is when the supermarket deliberately expands by attracting new customers through campaigns, cost leadership, and improving its distribution channels. Arasa and Achuora, (2020) elaborate that customer loyalty occurs when the retailer has created strong relationships with existing customers through loyalty programs, rewards, and incentives. The supermarkets also offer competitive prices that attract people who are price-sensitive so that they can switch to their products. proposes that customer satisfaction occurs when the retail sector is able to understand the preferences of its customers and tailor their products to meet the different needs of specific groups (Arasa & Achuora, 2020).

In terms of cost leadership, efficient processes, and lean operations would support competitive prices that can favor price-sensitive customers. Gupta *et al.* (2020) explain that by leveraging technology, supermarkets become more efficient and improve their production rates so that they manufacture products and services affordably. Tijan, Osagie, and Afolabi (2018) elaborate that economies of scale play out when leveraging technology to produce quality products at a low cost and yet offer competitive prices. Arasa and Achuora (2020) maintain that organizations ensure cost control by implementing strategies, policies, and procedures to monitor, manage, and minimize costs while still maintaining a level of quality that meets organizational goals, they will achieve cost leadership. A core competency related to cost leadership could be operational efficiency, process optimization, or supply chain management. The organization's ability to perform certain activities more efficiently and at a lower cost than competitors becomes a key core competency driving cost leadership.

Business partnerships are critical in terms of ensuring mutual benefit among the partners. Machocho and Awuor (2018) emphasize strategic partnership are designed to accomplish strategic objectives collaboratively. The ability to build and manage effective partnerships, strategic alliances, and networks can enhance the organization's competitiveness and facilitate access to resources, knowledge, or markets. Active deal with partners involves the proactive engagement and collaboration between businesses or organizations and their partners. Partnerships can take many forms, such as suppliers, distributors, resellers, service providers, and collaborators in joint ventures. Strategic alignment involves the partnership's goals matching the broader strategic objectives of both organizations or individuals.

Internal processes include operational, management, customer-focused, support, and many others. An organization is keen on the consistency of delivering quality products and is at the same time being efficient and effective in its processes to achieve the desired goals and ensure optimization of the same (Tijan, Osagie, & Afolabi, 2018). Efficient and effective internal processes are critical for overall organizational performance. Core competencies in process management, technology utilization, or continuous improvement methodologies contribute to the development of streamlined and agile internal processes. Productivity and consistency of internal processes are critical factors for the overall efficiency, effectiveness, and success of an organization. Achieving high productivity ensures that resources are utilized optimally, leading to better outcomes, while consistency in processes ensures that results are predictable and reliable.

1.1.3 Quickmart Supermarket

Quickmart Supermarket is one of the fastest-growing retail chains in Kenya, playing a significant role in shaping the country's modern retail landscape (Muriithi, 2022). Established in 2006 as a family-owned business, Quickmart has evolved from a single outlet into a nationally recognized brand, offering a wide range of products, including groceries, household items, electronics, and fresh produce (Arasa & Achuora, 2020). Its growth has been marked by strategic expansion, customer-centric services, and consistent brand positioning, with a mission to provide convenience and quality to the everyday Kenyan shopper.

As of 2023, Quickmart operates over 53 outlets across Kenya, with a substantial concentration in urban areas such as Nairobi, Mombasa, Kisumu, and Nakuru (Okanda & Makhamara, 2023). Nairobi City County alone accounts for more than half of the total branches, positioning the county as a strategic hub for testing and scaling new initiatives (Muriithi, 2022). This expansion strategy has enabled the brand to capture a considerable portion of the urban retail market, where consumer demand is more pronounced due to population density and rising disposable incomes. Quickmart's business model emphasizes affordability, customer experience, and operational efficiency. It targets middle- and lower-middle-income segments by offering competitive prices and product variety (Muriithi, 2022). One of its distinguishing features is its integration of local and international suppliers to balance cost-efficiency with product diversity (Tijan, Osagie, & Afolabi, 2018). Additionally, Quickmart has strategically adopted a hybrid model that combines physical stores with digital engagement through online ordering platforms, aligning with evolving consumer preferences in the post-COVID-19 era. The supermarket has also focused on modern store layouts, employee training, and flexible operating hours to improve

the customer experience. These customer-oriented approaches have made it a preferred retail destination for many urban dwellers (Kanano & Wanjira, 2021). To further solidify its market position, Quickmart invests in loyalty programs, targeted promotions, and seasonal campaigns that resonate with price-sensitive consumers (Okanda & Makhamara, 2023). Furthermore, the supermarket has embraced sustainability through responsible sourcing, energy-efficient practices, and community engagement activities.

Despite its impressive growth, Quickmart faces challenges such as stiff competition from established retailers like Naivas, Carrefour, and Chandarana, as well as new entrants such as foreign chains and digital marketplaces. Additionally, rising operational costs, fluctuating supply chains, and changing consumer habits continue to pressure retail profitability (Muriithi, 2022). In response, the supermarket continues to adopt strategic objectives such as cost leadership, market penetration, strong supplier partnerships, and internal operational optimization to enhance resilience and performance.

1.2 Statement of the Problem

The performance of Quickmart supermarkets remains a subject of strategic objective concern amid Kenya's evolving retail landscape. Despite expanding to over 53 branches countrywide and recording a strong urban presence, particularly in Nairobi City County, Quickmart has not fully optimized its potential in a market characterized by rising consumer demand, increasing competition, and technological disruption. Between 2020 and 2021, the supermarket experienced performance setbacks, including supply chain disruptions that increased from 28% to 41%, leading to financial losses Muriithi (2022) These operational inefficiencies have threatened Quickmart's ability to sustain profitability and meet customer expectations. Furthermore, Kenya's retail market remains only moderately penetrated at 30%, compared to South Africa's 60%, indicating untapped potential that Quickmart is yet to fully leverage.

Quickmart's competitive environment includes well-established chains like Naivas and Carrefour, which have embraced aggressive expansion and innovation strategies. In contrast, Quickmart's continued reliance on traditional approaches has exposed it to performance vulnerabilities. The increasing entry of foreign players, evolving consumer behavior, and the growing middle class underscore the need for the supermarket to adopt and realign its strategic objectives to enhance competitiveness and operational effectiveness. These strategic objectives include market penetration, cost leadership, business partnerships, and internal process optimization, yet their actual effect on Quickmart's performance remains underexplored.

While numerous studies have been conducted on strategic management practices within Kenya's retail sector, most focus on general supermarket operations rather than specifically on Quickmart. For instance, Arasa and Achuora (2020) analyzed inventory management among Nairobi supermarkets, and Kanano and Wanjira (2021) studied management practices in Nakuru. These studies present contextual gaps by focusing on different geographical regions and conceptual gaps by not emphasizing strategic objectives as a performance driver. Diba and Omwenga (2019) focused on strategic orientation, which introduces a theoretical gap, as their framework does not directly address strategic objectives like cost leadership or business partnerships. Mwai, Ntale, and Ngui (2018) investigated entrepreneurial orientation in family-owned supermarkets, revealing empirical and geographical gaps, as their findings are not directly applicable to the corporate structure or market positioning of Quickmart.

Additionally, methodological gaps exist in these studies due to inconsistent use of sampling techniques, overreliance on descriptive research, and the absence of inferential analysis, which limits the generalizability of their findings. As such, there is a critical need for a focused investigation into how strategic objectives influence the performance of Quickmart Supermarkets in Nairobi City County, using a methodologically sound approach that incorporates piloting, validity, and reliability testing. Addressing this gap will provide actionable insights tailored to Quickmart's specific context and contribute to the broader understanding of strategic performance in Kenya's modern retail sector.

1.3 Objectives of the Study

This section presents the general and specific objectives.

1.3.1 General Objective

The general objective of this study is to investigate the effect of strategic objectives on the performance of selected Quickmart supermarkets in Nairobi city county, Kenya.

1.3.2 Specific Objectives

The study considered the following specific objectives:

- i. To determine the extent to which market penetration influences the performance of Quickmart Supermarket in Nairobi, Kenya.
- ii. To establish the effect of cost leadership on performance of Quickmart Supermarket in Nairobi, Kenya.
- iii. To examine how business partnerships are responsible for the performance of Quickmart Supermarket in Nairobi, Kenya.
- iv. To investigate how internal processes, influence the performance of Quickmart Supermarket in Nairobi, Kenya.

1.4 Research Questions

The study explored the following research questions:

- i. How does market penetration influence the performance of Quickmart Supermarkets in Nairobi, Kenya?
- ii. How does cost leadership affect the performance of Quickmart Supermarkets in Nairobi, Kenya?
- iii. What is the effect of business partnerships on the performance of Quickmart Supermarkets in Nairobi, Kenya?

- iv. How do internal processes affect the performance of Quickmart Supermarket in Nairobi, Kenya?

1.5 Significance of the Study

The study demonstrated that strategic objectives are and will persist in impacting the performance of supermarkets. The growth and expansion of a supermarket is the outcome of the consistent adoption of strategic management practices. An organization should recognize the dynamic business environment it operates and understand its target market, enabling it to customize its products and services that will cause it to survive, dominate, or close business.

This study informs Quickmart Supermarket and any other players in the retail sector to fully recognize the strategic objectives that can steer their performance above their rivals. The study is also core to the government and regulatory institutions in recognizing the elements and structures embraced by supermarkets for their sustainability. Therefore, institutions such as the Kenya Revenue Authority (KRA) can create and implement sensitive tax structures that will not impede the operation and management of supermarkets, which eventually develop the retail sector.

Policymakers in the retail sector can also be advantaged by the findings of this study as they formulate workable practices that allow for the implementation of strategic objectives. Scholars in the strategic management field also find this study relevant to their experiences and the areas of interest they wish to explore. Other scholars can have a chance to reference this work and build on their area of research through the recommendations of this study.

1.6 Scope of the Study

Quickmart Supermarket was rated the second-largest retail chain in Kenya, preceded by Naivas Limited. According to Diba and Omwenga (2019), it had 53 retail supermarkets as of 2022 and over 5,000 employees. Nairobi City County alone had about 32 branches of Quickmart Supermarket. This research concentrated on six retail outlets of Quickmart within Nairobi City County. It specifically examined the strategic objectives of Quickmart Supermarket and how they aligned with strategic management practices that constitute performance. The study considered the six outlets because of the convenience of their geographic locations, which orchestrated the flow of customers from various diversities. Nairobi City was also the largest in the country, and focusing on the supermarkets within it was more representative of the broader retail landscape. Furthermore, the problem had existed for the past seven years since 2016 and was exacerbated by the COVID-19 pandemic, which led to customer polarization. The study also targeted employees working in the six branches of Quickmart that were strategically apart from one another, considering their diverse skills in addressing the research objectives. All departments of the supermarkets were of concern, including production, sales and marketing, human resources, warehousing, and logistics. A descriptive research design was used to investigate the six branches of Quickmart Supermarket.

1.7 Limitations of the Study

The study is restrained to the responses from the employees of Quickmart supermarket, particularly those in management positions. Some of them may be worried about their confidential information and may withhold to cooperate with the research participants. An introduction letter from the university will be critical in affirming the participants' confidence not to hesitate to give any significant details about this study. However, through the assurance of the National Commission for Science, Technology, and Innovation (NACOSTI), the researcher will affirm the confidentiality of the information collected and adhere to the rules of getting information in a restricted environment of Quickmart. Other limitations could be financial based on the logistics involved in this study, which will be sorted through seeking sponsors and personal savings. Quickmart supermarkets are spaced widely, and traveling to each of them could be challenging. As such, the study will focus only on Quickmart branches that are close to the researcher.

1.8 Organization of the study

The study was organized into five chapters. Chapter one presented the introduction and included the background of the study, research objectives and questions, the significance of the study, its scope, and limitations. Chapter two reviewed relevant literature, focusing on theoretical, empirical, and conceptual frameworks. It also identified various gaps in the reviewed literature, including contextual, conceptual, theoretical, empirical, and geographical gaps. Chapter three outlined the research methodology. It described the research design, target population, sampling techniques, research instruments, pilot testing, validity and reliability of the instrument, data collection and analysis procedures, and ethical considerations upheld throughout the study.

Chapter four presented the data analysis, interpretation, and discussion of findings. It included response rates, demographic profiles of respondents, and detailed descriptive and inferential statistical analyses. Key variables analyzed were market penetration, cost leadership, business partnerships, and internal processes about organizational performance. The chapter also discussed correlation and regression results, indicating significant positive relationships between all strategic objectives and performance metrics at Quickmart supermarkets in Nairobi City County. Chapter five summarized the findings and drew conclusions aligned with the study objectives. It concluded that strategic objectives, particularly business partnerships, had a significant impact on performance. The chapter further offered practical recommendations for Quickmart and similar retailers, such as enhancing customer retention, forming new strategic alliances, investing in process improvements, and integrating customer feedback mechanisms. Lastly, it suggested areas for further research, including long-term impacts of strategic objectives and the role of digital transformation in retail performance

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter covers three sections: a theoretical review, an empirical review, and a conceptual framework to conceptualize the study.

2.2 Theoretical Literature Review

The study relies on three theories to find a basis for exploring the objectives of this study. The theories are resource-based view theory, contingency theory, and stakeholder theory.

2.2.1 Resource-based View Theory

The major proponents of the Resource-Based View (RBV) were Wernerfelt Birger and Barney Jay when they wrote “RBV of the Firm” in 1984 and 1991, respectively. However, the theory is traced to Edith Penrose in her journal, “The Theory of the Growth of the Firm” in 1959. RBV is a strategic management model that concentrates on the distinctiveness of the resources and competencies of an entity as the key areas of focus to substantiate competitiveness and sustained performance. The RBV suggests that a firm's success in the marketplace is not solely determined by its industry or market environment, but rather by the specific resources it possesses and how effectively it can leverage them. Jay Barney’s work was significant to the creation of RBT and became a recurring model used in strategic planning and management. The RBV presents the VRIO framework that encompasses value, rareness, inimitability, and organization of the intangible resource that is not easily replicable. The VRIO framework presents a new dimension of the organizational focus and distinction on the resource. The framework advocates for an organization to be organized to

optimize their valuable, rare, and inimitable resources ensuring sustainability in terms of competitiveness.

RBV has evolved to include the constructs of dynamic capabilities that entails organization's aptness in managing change, innovation, and aligning their resources and competencies to react to the dynamism of the environment. Barney and Harrison (2020) commend the organization's potential to combine and coordinate its diverse resources and capabilities to create unique value propositions and achieve competitive advantage. The model considers the dynamic interactions between resources and their effects on performance. On the other hand, Samsudin and Ismail (2019) criticize RBV because it focuses on internal resources and potentials and neglects the impact of external elements such as market trends, dynamics in the sector, and other macroeconomic conditions. Thus, there needs to be a more multifaceted approach that incorporates both internal and external factors.

The theory relates to all the variables covered in this study namely market penetration, business partnerships, cost leadership, internal processes, and performance. Through theory, organizations can maximize various operations and processes internally in a distinct manner that differentiates them from other institutions and at the same get the desired outputs and outcomes (Luthans, 1973). The theory indicates that organizational performance is influenced by how effectively an entity adjusts various elements internally to suit the many eventualities, like disruptions in the business environment or employing cost leadership of their products and steering partnerships with suppliers, financiers, and customers (Barney & Harrison, 2020). Intangible resources such as their culture, innovation, system, brand, or intellectual property possessed by an organization would present a competitive advantage to them because

they can enjoy cost leadership based on economies of scale, attract partners, penetrate untapped markets easily and demonstrate high performance. The organization can concentrate on resources that are difficult to replicate or imitate to gain a sustainable competitive advantage.

2.2.2 Dynamic Capabilities Theory

Dynamic capabilities (DC) theory was a complementary model for RBV model intended to address its weaknesses. The theory was first initiated by Teece, Pisano, and Shuen in 1997 (Wheeler, 2002). The initiators conceptualized contingency theory as the potential of an entity to incorporate, form and realign the internal and external abilities and aptitudes to respond to the dynamic and volatile environment. Unlike the earlier models of operational abilities that concentrate on an entity's present activities, the dynamic capability model focuses on the likelihood of an entity's potential to shift their operations swiftly and being malleable with their resources to suit the market situation (Gupta *et al.*, 2020). DC is, therefore, the organizational and tactical processes by which organizations attain new resource formations as markets arise, contradict, divide, change, and surface off.

Although not exclusively focused on dynamic capabilities, Hamel and Prahalad's scripts on core competencies and strategic intent aligns with the idea that organizations must adapt and evolve to maintain a competitive edge. Helfat's research has supported the DC theory, emphasizing the role of a firm's knowledge and learning processes in adapting to changing environments (Wheeler, 2002). On the other hand, Adamu (2020) faults dynamic capabilities theory because it lacks a clear and universally agreed-upon definition, making it difficult to apply consistently across different organizations and contexts. There's concern that the pursuit of short-term

competitive advantages might lead to neglecting long-term strategic goals and sustainability. Gupta *et al.* (2020) also insist that a continuous focus on change and adaptation might undermine the stability and consistency needed in certain aspects of an organization.

The theory informed the study's first and second objectives on market penetration and cost leadership. The theory highlights the importance of entities utilizing their resources to form an instant competitive edge that has the opportunity to adjust to having a long-term effect. DC theory exceeds the understanding that sustainable competitiveness is founded on an organization's attainment of "valuable, rare, inimitable, and non-substitutable (VRIN)" resources (Assensoh-Kodua, 2019). Cost leadership is the potential of an entity to offer competitive prices that are more affordable than the rest and capture new markets in what is encapsulated as market penetration.

The theory emphasizes entities sustaining competitive survival by recommending managers develop strategies for responding to new technologies gradually while maximizing previous technology (Samsudin & Ismail, 2019). The gradual change assures the organization of competition survival, as opposed to when the organization shifts all their processes simultaneously, making them susceptible to failure. Thus, the theory has relevance to the study as it guides approaches through which the entities could promote their performance through cost leadership, market penetration and business partnerships through the competitiveness created.

2.2.3 Stakeholder theory

Freeman first proposed stakeholder theory in 1984. He recognized that this model was explained by several individuals interested in or influencing an organization's

operations and performance and referred to them as an entity's stakeholders (Freeman *et al.*, 2010). Langrafe *et al.* (2020) explain the advantages achieved when entities embrace the tenets of stakeholder theory as they can constitute a robust link with stakeholders. Barney and Harrison (2020) emphasize that increased performance can be realized by ensuring stronger stakeholder interactions emanating from faith, hope, bond, and innovation, culminating in competitiveness.

Organizations now use techniques like stakeholder analysis to better understand stakeholder interests, power, and relationships. This allows for targeted engagement strategies, which is an advancement to stakeholder theory. Modern stakeholder theory also considers principles of sustainability and corporate social responsibility. Businesses recognize that addressing stakeholders' environmental and social concerns is not only ethical but can also lead to long-term success (Samsudin & Ismail, 2019).

Stakeholder theory has influenced the rise of socially responsible investing and environmental, social, and governance investing. As such, investors presently consider a company's impact on various stakeholders when making investment decisions. On the other hand, Assensoh-Kodua (2019) criticizes stakeholder theory for lacking clear guidelines on how to prioritize conflicting stakeholder interests, complicating the organization's ability to make consistent decisions. Freeman, Dmytriyey, and Phillips (2020) also argue that the theory is not favorable as balancing the interests of stakeholders may lead to challenges in allocating resources efficiently, potentially affecting overall performance and profitability.

All entities have stakeholders with specific functions in terms of their influence, making the theory significant in contextualizing business partnerships and individual contributions to the organization. Consequently, stakeholders need to be recognized

and addressed for their contributions or threats to the organization and its performance. Also, every stakeholder has a unique significance and impact on the organizational processes and activities. Stakeholder planning is critical to recognizing each stakeholder's uniqueness and harmonizing their contributions in order of priority (Barney & Harrison, 2020). The objective on business partnerships is addressed by this theory as the significance of each stakeholder is sought to enable the organization to achieve. Through the theory, managers can organize through stakeholder mapping every entity with a stake and optimize their influence and intentions to profit the concerned organization.

2.3 Empirical Literature Review

This section examined extant works that were relevant to the research topic regarding strategic objectives and performance of selected Quickmart supermarkets. The strategic objectives examined in this study are market penetration, cost leadership, business partnerships, and internal processes.

2.3.1 Market Penetration and Performance

Adamu (2020) examined market penetration and how this influenced how SMEs in the Makurdi metropolis, Nigeria performed. The author analyzed how market segmentation, product packaging, and pricing strategies affect the market penetration of SMEs. He conducted a study using random sampling, gathering data from a population of 512, of which 225 SMEs were randomly chosen. Surveys with structured questionnaires were employed to gather relevant data from participants. The research revealed that these factors positively influenced the performance of SMEs by enhancing their market penetration. This finding aligns with previous studies on market penetration strategies across different sectors. While these factors

were found to be significant for entering existing markets, the study identified a potential contextual gap, suggesting that certain findings might be specific to Nigeria rather than applicable to Kenya, indicating a geographic bias. Moreover, the survey and random sampling methods employed in the study could introduce biases, potentially leading to unreliable results.

Research has demonstrated the significance of new product development as a competitive strategy for penetrating a new market. Chandan, Kanchan, and Rajenthirakumar (2022) explored the role of lean start-ups in market penetration through the integration of Define-Measure-Analyze-Design-Validate (DMADV) framework. Their research empirically explores how an Indian technology company employs a new product development strategy as a means of penetrating the market. The product considered for the study is from an existing market which presents the fundamental market analysis. In examining market penetration, the authors use the DMADV methodology to determine the significance of lean start-ups in market penetration. The authors found that the critical implementation of the lean start-up in market penetration underscores its significance. They also revealed that the model had a lower product manufacturing cost. This evidence is significant as it enables entrepreneurs and small and medium-scale enterprises to stabilize their start-ups by utilizing the approach. The study focuses on one strategy and cannot be utilized in entities experiencing significant competition. The study may also present a geographical bias as other variables may need to be more relevant in the context of the Kenyan market.

Muriithi and Waithaka (2020) explore the influence of market penetration approaches on how agrochemical firms operating with Nakuru region perform. Employing a

descriptive survey design, the authors targeted 20 firms in the county. They adopted both a census survey and purposive sampling approach to encompass 60 senior management personnel to determine findings for the study. The study showed a statistically significant correlation between market penetration strategies and the performance of agrochemical firms in Nakuru county. These findings are valuable for organizations aiming to enter new markets, offering key insights into strategies that can sustain a competitive edge. Market penetration strategy emerges as a crucial predictor of business entity performance. However, the study presents a research gap as it explored a different sector that only applies to supermarkets in Kenya. The purposive sampling that was selected was prone to biases, thus impacting the credibility of its findings. Respondents may be dishonest when responding to survey questions.

Radpour, Mondal, Paramashivan, and Kumar (2021) examine models employed in evaluating the market penetration of energy machineries. Most studies have experienced challenges in identifying appropriate tools and models for assessing market penetration. In this study, the authors review and extensively discuss each model to determine the most appropriate model for market penetration. The authors utilized questionnaires and case studies to collect data on the most appropriate model and tool for assessing market penetration. The study found that the technology maturity level was relevant in determining the best model for assessing market penetration. The study identified an integrated market penetration model as the most appropriate following its accurate and robust results. This evidence provides significant information for entities seeking market penetration strategies. The study presents a methodological gap, as questionnaires might result in different

interpretations and superficial responses. The case study presents a research gap as it consumes time analyzing and synthesizing high-volume information.

Wanjohi, Gathenya, and Kihoro (2019) investigate the impact of product market development on the performance of supermarkets located in Nairobi. They highlight how growth strategies significantly influence the expansion of retail supermarkets into new markets. The authors employ both quantitative and qualitative approaches. The authors sampled 143 out of 227 supermarkets in Nairobi city county to determine their performance based on product market growth strategies. The study determined that product growth market strategy significantly impacted the performance of retail supermarkets in Nairobi. The study revealed that product diversification was the most appropriate strategy for impacting supermarket performance in Nairobi city county. Additionally, collaboration networks and market penetration were identified as significant factors in assessing the performance of retail supermarkets in Nairobi. This finding aligns with existing studies investigating the market performance of retailing supermarkets and the various factors that influence their performance. The study showcases a methodological gap following on its descriptive design that hinders research outcomes and interpretation. The case study in descriptive design may also be prone to errors following the predetermined questionnaire questions.

2.3.2 Cost Leadership and Performance

Roy (2019) examines how cost leadership strategy enhances competition by critically studying MNC retails. The research relies on secondary data and acknowledges the significance of the cost leadership strategy in influencing competitiveness through its hypotheses. The author presents three hypotheses to assess the influence of financial performance and decisions on cost leadership. Case studies are employed to analyze how the cost leadership strategy affects competition. In case 1, the study determined

that cost leadership strategy is considerable in impacting the competitive performance of Walmart. The study found that Germany-based Aldi utilizes a cost leadership strategy in case 2 by incorporating it into its philosophy to rival competitors. In case 3, the study determined that cost leadership strategy is significant for Jeronimo Martins as it establishes the basis for price competition. The study provides significant information relevant to business entities willing to use cost leadership as a competitive strategy in impacting performance. A methodological gap that does not use primary data in its analysis and findings exists in this study, thus leading to general conclusions.

Rahab (2018) explores the impact of implementing a cost leadership approach on the performance of life assurance companies in Kenya. Employing a descriptive research design, the author investigates the impact of this strategy on insurance companies within the Kenyan context. The study focused on 26 life assurance companies, involving 780 managers for analysis. Through systematic random sampling, 150 managers from these companies were selected to participate. Data collection was conducted using structured questionnaires. The outcomes show a positive correlation between implementing a cost leadership strategy and the performance of life assurance entities. Consequently, the study suggests a continual enhancement of the cost leadership strategy among these companies. This evidence furnishes valuable insights into how organizations can leverage cost leadership strategies to enhance their overall performance. However, the study highlights a methodological gap as the descriptive research design interferes with the generality of outcomes and interpretations. Systematic random sampling may be characterized by underrepresentation leading to data manipulation.

Dutse and Aliyu (2018) investigate the correlation between implementing a cost leadership strategy and the performance of SMEs. Utilizing a quantitative survey approach with a cross-sectional research method, the authors collected with the use of questionnaires from 287 respondents. The study revealed that both cost leadership strategy and market orientation drive the performance of SMEs. These findings align with previous research demonstrating a favorable relationship between implementing a cost leadership strategy and business performance. The study offers valuable insights into how retail supermarkets can enhance their performance through the adoption of cost leadership strategies. However, it is worth noting a contextual gap in the study, as its variables may exhibit geographic bias and may not be directly applicable to business analysis in Kenya. Moreover, the study presents a methodological gap following the cross-sectional studies prone to a researcher's bias.

Haseeb, Lis, Haouas, and Mihardjo (2019) investigate the influence of management control systems on the sustainability of small and medium-scale enterprises (SMEs) in Malaysia, focusing on variables such as cost leadership strategy and differentiation. The authors gathered data from 384 SME managers through questionnaires, employing area cluster sampling where 7 out of 16 clusters representing key regions in Malaysia were randomly chosen. The study indicates that management control systems have a positive impact on an entity's adoption of cost leadership, differentiation, and sustainability strategies. Additionally, it reveals that both cost leadership and differentiation approaches contribute positively to a firm's sustainability. Furthermore, the authors suggest that cost leadership and differentiation strategies act as mediators between management control systems and a firm's sustainability. This evidence is crucial for organizations seeking to enhance their performance through cost leadership strategies. However, the study's

methodology might have a potential gap due to the random selection of clusters that would not favor the nature of the study, which could introduce bias. Moreover, there might be a contextual gap due to geographic differences, rendering some variables less applicable in the Kenyan context.

2.3.3 Business Partnerships and Performance

Mwangi and Ragui (2021) investigated the impact of supplier collaboration on the performance of retail stores in Nairobi city county, Kenya, particularly focusing on the role of suppliers in the supply chain relationship with supermarkets. The study adopts transaction cost theory to understand the dynamics between suppliers and retail supermarkets. Employing a cross-sectional descriptive survey, the authors targeted 32 retail stores in Nairobi city county and collected data from 160 staff members working in these stores. The findings reveal a significant and positive correlation between supplier collaboration and the performance of retail supermarkets in Nairobi city county. Through regression analysis, the authors demonstrate that supplier collaboration has a beneficial impact on supermarket performance. This evidence underscores the importance of fostering strong business partnerships within the supply chain to enhance overall performance. However, there is a methodological gap in the study stemming from the use of a cross-sectional descriptive survey, which may be susceptible to errors and subjectivity associated with predetermined questions.

Robson *et al.* (2019) investigated the relationship between alliance possibilities, inter-partner characteristics, and performance. They examine samples of cross-border alliances to understand how different components of alliance capabilities interact with partner attributes to improve performance. The authors found that management capability enables the establishment of resource complementarity and trust.

Management capability requires high formulation capability to positively impact resource complementarity. Resource complementarity drives trust, which is relevant in moderating the trust performance link. This evidence may contradict what other studies have concluded. Some studies consider alliances a significant factor in poor performance following the timely decision-making process. Different types of alliances positively and negatively impact an entity's performance. However, the authors' findings reveal the significance of alliances in positively impacting performance. The study discovers a methodological gap as it uses geographically biased variables. Various findings cannot be applied to the Kenyan market as they are unrelated.

O'Dwyer and Gilmore (2018) investigate the significance of alliance competencies and the constitution of strategic alliances in SMEs aimed at enhancing customer satisfaction and optimizing resource utilization. The study delves into the inquiry of whether SMEs with varying value expectations should pursue strategic collaborations with organizations possessing different capabilities. Utilizing a qualitative approach, the research aims to gain insights into the operational aspects of SMEs and the feasibility of strategic alliances for them. The study addresses three main questions: firstly, whether the alliance approach generates value; secondly, the nature of capabilities involved; and thirdly, the interplay between these factors in the formation of alliances among SMEs. The authors found that SMEs engage in strategic alliance relationships to improve their abilities and meet various objectives. This evidence is significant as it demonstrates why SMEs and other entities engage in strategic alliance relationships to expand and improve their performance. The study presents research gaps as it is based on a theoretical review and lacks an experimental foundation. The study's results cannot be verified as it prioritizes a qualitative research approach.

Zaridis, Vlachos, and Bourlakis (2021) investigated how collaboration within agri-food supply chains influences how the organizations perform. They focused on three collaboration variables including horizontal, vertical, and customer involvement. The performance of SMEs was assessed through growth, money worth, and innovation. The study identified price and quality as key strategies impacting the collaboration's effect. A scrutiny of 504 agri-SMEs, the authors tested their hypotheses and found that supply chain collaborations positively affect the outputs of agri-SME, with scale constraints playing a moderating role. Furthermore, the study revealed that SME approach regulates the relationship between supply chain partnership and how organizations perform. This research enhances existing knowledge by providing insights into how SMEs can leverage supply chain collaborations to enhance performance, particularly in addressing financial and innovation barriers. The study presented a methodological gap since participants may not answer controversial questions during the survey.

2.3.4 Internal Processes and Performance

Odek and Okoth (2019) conducted an analysis of the influence of internal control frameworks and structures on the financial output of SMEs. The study aimed to assess the impact of control activities, risk evaluation, and information and communication on a firm's financial output, drawing from agency and reliability theories as well as a conceptual framework. Employing a correlational design supplemented by case studies, the research targeted 38 employees. Primary data was gathered using questionnaires, and secondary sources were also incorporated. The study discovered that control activities negatively influenced the performance of Moonbluz Enterprise, while risk evaluation had positive implications. Additionally, it found that information

and communication had negative implications on the performance of the institution. These findings present a discrepancy with prior studies, both supporting and contradicting previous research on how control systems related with performance financially. Furthermore, the study's methodological limitations include challenges in generalizing findings and potential researcher bias in the case study approach.

Arasa and Achuora (2020) investigate impact of strategic inventory management practices (IMP) on the performance of supermarkets in Nairobi. By examining factors such as “lean inventory systems, e-inventory management systems, and activity-based costing systems,” the authors aim to establish their impact on supermarket performance. The study adopts the resource-based view theory to enrich its findings and analysis. Employing a descriptive cross-sectional survey with stratified random sampling, the research targets 158 supermarkets, ultimately selecting 113 for data collection through structured questionnaires. The findings indicate a positive impact of strategic inventory management practices on supermarket performance. Specifically, e-IMP and activity-based costing are found to have a greater positive influence on performance compared to lean IMP, which showed no significant effect. This evidence is valuable for organizations seeking to enhance internal processes for improved performance. However, the study reveals a methodological gap as it lacks a comprehensive examination of comparable studies to present a deeper comprehension of the research problem.

Karanja *et al.* (2021) examine the influence of communication on employee retention and its effect on organizational performance in the context of mergers in Kenya. Employing a case study design, the authors focus on 535 employees across 6 branches of Quickmart Limited in Nairobi. Utilizing a stratified sampling technique, they

sampled 30 percent of the target population, resulting in data collection from 161 respondents through questionnaires. The study reveals a positive correlation between communication strategies and organizational performance following the merger. The authors recommend similar research after five years to determine the relevant variable changes. This evidence is significant for organizations aiming to improve their performance by altering internal processes such as communication in employee retention. The study is limited by a methodological gap as researchers can only classify some population members into a particular sample during stratified sampling.

Gitau, Abayo, and Kibuine (2020) investigate the impact of organizational resource allocation and strategy communication on how specific supermarkets in Nairobi perform. Drawing from RBV and institutional theories, the authors analyze their data. Employing a descriptive research design, they focus on 27 supermarkets in Nairobi, collecting data from 54 respondents via structured questionnaires. The findings reveal that monitoring and control strategies have a significant impact on organizational performance, and subsequently, resource allocation, and management support strategies. The study determines that effective strategy implementation positively affects organizational performance. This evidence underscores the importance of various processes such as resource allocation, communication, and management support in enhancing organizational performance. However, the study is limited by its descriptive research design, which may affect the generalizability and interpretation of research outcomes.

2.4 Summary of Literature Review and Research Gaps

The table 2.1 below shows a summary of the literature that has been reviewed in the study.

Table 2.1: Summary of Literature Review and Research Gaps

Author & Year	Key Focus	Research Findings	Knowledge Gaps	Focus on the current study
Adamu (2020)	To determine how market penetration influenced SMEs in the Makurdi metropolis, Nigeria in terms of performance.	Market penetration factors positively impact the performance of SMEs by influencing their market penetration.	Survey and random sampling in the study could be biased, leading to dishonest results.	A stratified sampling would be appropriate to arrive at a balanced size with inclusive characteristics to counter any bias.
Chandan <i>et al.</i> (2022)	The role of lean start-ups in market penetration through the application of the DMADV methodology	Critical implementation of the lean start-up in market penetration underscores its significance. Define-Measure-Analyze-Design-Validate had a lower product manufacturing cost.	The study presents a geographical bias as other variables may not be relevant in the context of the Kenyan market.	The current study will focus on Quickmart Supermarket in Kenya, which can enable generalization to the Kenyan context.
Muriithi & Waithaka (2020)	The influence of market penetration approaches on the outputs of	Market penetration strategy significant influenced the performance of agrochemical	The study incorporated purposive sampling, which is prone to research	Stratified and convenience sampling is vital because it allows

	agrochemical entities	companies.	bias as it depends on the researcher's subjective judgment.	objectivity in selecting the sample units, thus, less risk of bias.
Wanjohi <i>et al.</i> (2019)	The impact of product market growth on the performance of supermarkets	Product diversification, collaboration networks and market penetration were the most appropriate strategies for impacting supermarket performance in Nairobi city county.	Descriptive design was utilized in isolation.	Descriptive analysis will be complemented with inferential analysis to eliminate the limitations of predetermined questions from the tool.
Roy (2019)	How cost leadership strategy enhances competition by critically focusing on MNC retails.	Cost leadership strategy is significant in influencing the competitive performance of Walmart and is utilized in Germany-based Aldi to rival competitors. In Jeronimo Martins, cost leadership establishes the basis for price competition.	Methodological gap presented through absolute dependence on secondary data analysis and findings.	The current study will also analyze primary data to make the findings more generalized and applicable to different contexts.
Rahab (2018)	The effects of implementing a cost leadership	There is a positive correlation between implementing a cost	Descriptive research design interferes with the	Inferential analysis will be used together

	approach on the performance of life assurance companies in Kenya	leadership approach and how companies perform	generality of outcomes and interpretation.	with descriptive statistics analysis.
Mwangi & Ragui (2021)	The impact of supplier relationship on the performance of retail stores	Supplier collaboration positively impacted the performance of supermarkets.	A cross-sectional descriptive approach was used, paving the way for errors and subjectivity.	The study will be focused on only one organization, "Quickmart." Thus, the study outcomes are likely to be different by being focused and objective.
Robson <i>et al.</i> (2019)	This examines the relationship between collaboration potential, inter-partner characteristics, and ultimate performance	Management capability enables the establishment of resource complementarity and trust, which requires high formulation capability to impact resource complementarity positively. Different types of alliances positively and negatively impact an entity's performance.	The study uses geographically biased variables.	The current study will focus on Nairobi City county to conceptualize the findings within the Kenyan context.
Odek & Okoth	The influence of internal	Control system activities negatively	The findings disagree with the	The current will utilize a

(2019)	control systems on the financial performance	impacted the financial performance of Moonbluz enterprise. Information and communication negatively and significantly contributed to the financial performance	previous studies on the impact of control systems on financial performance.	considerable sample size of all 6 Quickmart supermarkets in Nairobi to establish an unbiased finding.
Karanja <i>et al.</i> (2021)	The influence of communication on employee sustenance and how it influences an organization's performance in mergers in Kenya	The study determined a positive relationship between communication strategies and ultimate performance of Quickmart Supermarket in a way that influences the internal processes that determine employee retention.	Stratified sampling presented a methodological gap as they could not group all population members into a specific sample.	The current study will consider all six target supermarkets but only apply a stratified sampling on individual respondents to avoid biasness.

Source: Author (2024)

2.5 A Conceptual Framework

A conceptual framework is a speculated model depicting the interaction of the predictor and dependent variables. Fuertes *et al.* (2020) explain that a conceptual framework enables the researcher to conceptualize and link the variables or objectives suggested in the study, thus presenting a thorough research approach. Figure 2.1 below indicates a conceptual framework suggested for the research.

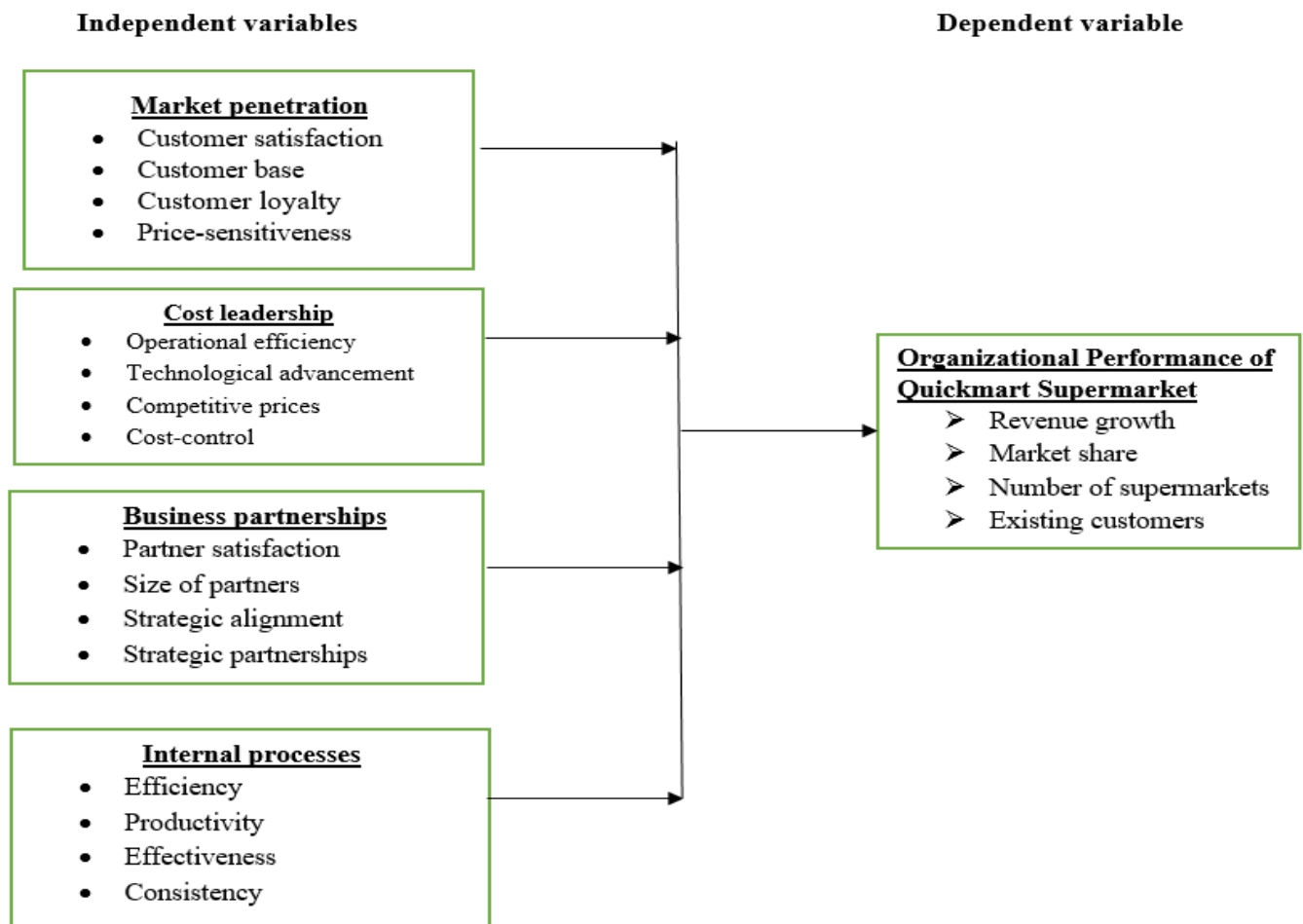


Figure 2.2: A Conceptual Framework

Source: Author (2024)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This segment highlights the methodological approach that is adopted in this study. It entails the research design, target population, sample size, sampling procedure, adopted data collection method, data analysis and presentation, and ethical considerations.

3.2 Research Design

According to Gupta and Gupta (2022), a research design is a plan demonstrating the foundation for data collection, approach, and analysis in the study. Thus, the design outlines the data collection methods, data analysis of what is gathered, and responses to the study's research questions. The researcher adopted a descriptive research design as it allows for the researcher to collect a broad spectrum of data that will enable the comparison of variables. Goddard and Melville (2004) define descriptive research design as a structured approach to assess the described elements in the research objectives and questions. The study also employed a mixed method incorporating quantitative and qualitative data. For the current study, the approach was deemed appropriate for recognizing the association within the variables. The independent variable is the performance of QuickMart Supermarket in Nairobi, whereas the dependent variables include market penetration, cost leadership, business partnerships, and internal processes.

3.3 Target Population

Kothari (2004) defines population as a particular group of people, elements, or items in the world of interest for a specific study containing the same features and characteristics that can be observed. The group is selected as the proposed objective audience to be researched. The target population will be 588 staff members in the 6 Quickmart branches in Nairobi city county, randomly selected. These include Quickmart Tom Mboya, Quickmart Buruburu, Quickmart Kilimani, Quickmart OTC, Quickmart Roasters, and Quickmart Roysambu. These supermarket outlets were selected since they had operated longer than 4 years and had all departments. The unit of observation is the staff members at the managerial levels of each of the identified branches of the supermarkets. The managers and heads will be considered from the different departments including procurement, marketing and promotion, store and logistics, human resources, and customer service. The target population is highlighted as follows in Table 3.1.

Table 1.1: Target Population

No	Supermarket	Staff Population
1	Quickmart Tom Mboya	110
2	Quickmart Buruburu	67
3	Quickmart Kilimani	107
4	Quickmart OTC	123
5	Quickmart Roasters	93
6	Quickmart Roysambu	88
	Total	588

3.4 Sampling and Sampling Procedure

Gupta and Gupta (2022) define sampling as getting information concerning the whole population by looking at just a section. The sampling technique used is simple random sampling stratified sampling. Simple random stratified sampling provides more precise and reliable estimates compared to simple random sampling, especially when there is significant variability within the population. By ensuring representation from each stratum, the sample can better capture the diversity of the population. The sampling incorporates the Goddard and Melville (2004) abridged formula as shown below. The researcher utilized the formula for establishing the sample size for staff members in each selected supermarket as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = population size

e = the confidence level at 0.05

1 = Constant

$$n = \frac{588}{1 + 588(0.05)^2}$$

= 238.05668, which is approximately ≈ 238

n = 238 respondents.

Therefore, the 238 participants aggregated were proportionately assigned to each selected supermarket's population. The stratified sampling formula of $i = n\left(\frac{N}{P}\right)$ will be utilized in this study to establish the proportionate sample size of each stratum. i is the number of participants among the target population in the stratum to be sampled, n is the sample size, N is the population of every particular section, and P is the population.

Table 3.2: Sample Size

No	Supermarket	Target Population	Sample Size
1	Quickmart Tom Mboya	110	45
2	Quickmart Buruburu	67	27
3	Quickmart Kilimani	107	43
4	Quickmart OTC	123	50
5	Quickmart Roasters	93	38
6	Quickmart Roysambu	88	35
	Total	588	238

3.5 Research Instrument

The researcher gathered primary data from respondents by using structured questionnaires. Questionnaires was effective because they were fast, efficient, and inexpensive compared to other data collection tools, including during the data analysis. The questionnaires were presented to respondents online through Microsoft Forms and the drop-and-pick-later approach. The utilization of Microsoft Forms and the pick-up later approach were appropriate as they offered convenience to the participants. Christmann and Van Aelst (2006) also explain that utilizing a structured questionnaire presents uniformity and consistency of reactions to standard questions. Therefore, the tool was divided into six sections, with section A capturing demographic data and the rest featuring statements representing the studied variables. The main variables are performance, market penetration, cost leadership, business partnerships, and internal processes. Therefore, questionnaires ensured that sufficient information is captured from several participants within a short time as well as their rights are guarded as suggested by Goddard and Melville (2004).

3.6 Pilot Study

A pilot study was done to assess the questionnaire and deem it fit to collect responses from the participants. Through the pilot test, the researcher eliminated all the problems identified in the tool so that it correctly captures the study's research questions. Moreover, the preliminary study was used to assess validity and reliability, which qualifies for the next stage of data collection. Christmann and Van Aelst (2006) indicate that a preliminary study handles a sample of 1 to 10 percent of the anticipated same size. This study considered 10 percent of the sample size for the preliminary study. Thus, 24 questionnaires were piloted, and participants were involved as the ultimate sample of the study.

3.7 Validity and Reliability of Research Instrument

This section considers the validity and reliability as determined in this study.

3.7.1 Validity of the Research Instrument

Kothari (2004) defines validity as the accuracy and relevance of inferences from the study's outcomes. This study examined both construct and content validity. Construct validity was considered by having the questionnaire split into some sections so that each one reflects the expectation of each particular objective. Construct validity also ensures that the questionnaire's content echoes the variables highlighted through the conceptual framework. Kothari (2004) demonstrates that content validity ensures that a test represents all the parts of the subject or construct. Content validity was checked by engaging a few respondents in Quickmart supermarket in the managerial position. They

extensively assess the statements featured in the tool and verify their relevance to the subject they intend to measure.

3.7.2 Reliability of the Research Instrument

Reliability is how coherent the measurement items of the study's variables can be. The research adopts the Cronbach's alpha to assess the reliability components. 10 percent of the sample size was used in the preliminary studies. Thus, the 24 questionnaires were selected for the pilot test, which were not incorporated among the final sample. The outcomes of the responses from the preliminary test was recorded in a statistical package for social science (SPSS) tool to generate a Cronbach's alpha coefficient value. The coefficient was examined such that if it is closer to 1, then a greater internal consistency is perceived, and vice versa. A Cronbach alpha coefficient of beyond 0.7 is recommended as the tolerable internal consistency (Christmann & Van Aelst, 2006). Therefore, Cronbach results of 24 respondents from Quickmart Buruburu and Quickmart OTC is as follows:

Table 3.3: Reliability Analysis

Scale	Cronbach's Alpha	Number of items
Market penetration	0.734	4
Cost leadership	0.788	4
Business partnerships	0.756	4
Internal controls	0.712	4
Organizational performance	0.703	4

Source: (Survey, 2024)

From the results, all the variables exceeded the recommended Cronbach alpha value of 0.70. The highest of them was cost leadership that had an alpha value of 0.788. Therefore, all the variables and the research tool at large were considered reliable for data collection and analysis.

3.8 Data Collection Procedure

This study aimed to investigate the effects of strategic objectives on the outputs of Quickmart supermarkets. Data collection is contacting participants and gathering information required for a study. Ketchen and Bergh (2006) explain that approaches to data collection shift considering the research design. Primary data was gathered using questionnaires to understand people's general characteristics and perceptions of strategic objectives as employed in Quickmart Supermarket. The study utilized Microsoft Forms to gather information online and physically using the drop-and-pick approach. The researcher also had planned follow-up calls on the questionnaires delivered to the respondents. Secondary data was collected on information that might not be accessed first-hand from existing sources like research consortiums and related websites on Quickmart Supermarket. NACOSTI ensures ethical compliance in research by reviewing and approving study protocols. It grants research permits that authorize access to institutions and participants, enhancing credibility and trust. This support facilitates smooth data collection, especially in restricted environments like corporate or government institutions, ensuring adherence to national research standards.

3.9 Data Analysis and Presentation

According to Ketchen and Bergh (2006), data analysis involves the process of transforming raw data into meaningful information that addresses research questions. This entailed cleaning, editing, and verifying the collected raw data to ensure accuracy before proceeding to code it. Subsequently, quantitative data was examined by utilizing descriptive and inferential statistics, typically by the help of SPSS. Descriptive statistics incorporating percentages, means, frequencies, and standard deviations are utilized to present quantitative data. Inferential statistics techniques like correlational and regression analysis are determined to explore the relationships that exists among the variables under study. Specifically, regression analysis is utilized to examine how dependent relate with independent ones as illustrated in the equation below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y = Performance

β_0 = Constant

$\beta_1, \beta_2, \beta_3, \beta_4$ = Beta coefficients

X_1 = Market penetration

X_2 = Cost leadership

X_3 = Business partnerships

X_4 = Internal processes

ε = Error Term

3.10 Ethical Considerations

This research followed ethical standards to support the respondent's dignity and interests and the study's guidelines. The researcher presented an introduction letter to the

respondent to ascertain if they are willing to be incorporated in the study. The goal was to establish an informed consent before their participation. Thus, participation was voluntary, and the respondent's confidence was assured by protecting their personal information. Personal integrity, particularly objectivity, was maintained by ensuring that all interpretations and conclusions were based solely on empirical evidence, free from personal bias or external influence. The researcher obtained a permit to do the study from NACOSTI. NACOSTI is a body in Kenya responsible for administrating scholarly works to ensure that they conform with the required ethical standards by offering permits to scholars and researchers. The body examined the proposed research tools, approaches, and proposals and direct them to the next level of the research.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

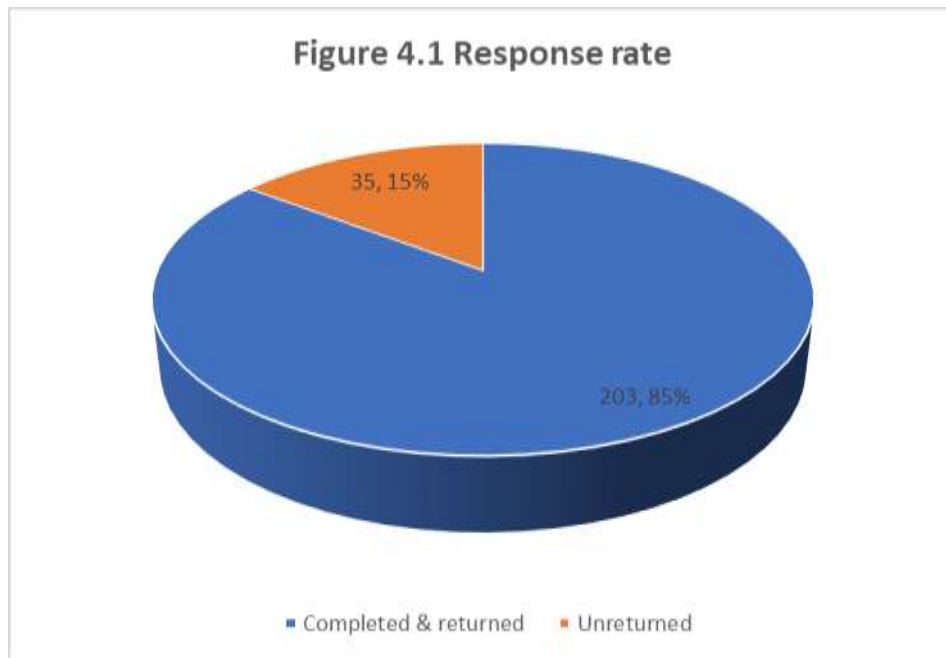
This chapter focuses on the results and outcomes of this study, by incorporating the analysis of the data based on the interpretation of the research questions asked at the beginning. The data collected is synthesized and examined on how they respond and relate with study variables being examined. Therefore, descriptive and inferential statistics were utilized.

4.2 Response rate

In the current study, 238 questionnaires were issued to respondents in 6 Quickmart branches in Nairobi city county, including in Tom Mboya, Buruburu, Kilimani, OTC, Roasters, and Roysambu. 203 respondents completed the tools, constituting a response rate of 85 percent. 15 percent of the tools were unreturned. 85 percent response rate is adequate for the study, as "" recommends anything above 70 percent as adequate response rate that can be examined for a study. This high response rate strengthens the reliability of the findings. Table 4.1 below and figure 4.1 depicts the response rate of this study.

Table 4.1: Response rate

	Number of Respondents	Percentage (%)
Completed & returned	203	85
Unreturned	35	15
Aggregate totals	238	100



4.3 Demographic information

In the demographic information section, respondents provided details about their gender, years of experience in the retail sector, and education levels. The results are presented and analysed in the following sections.

4.3.1 Gender

The gender of the respondents are shown in the table 4.2 below. The predominant gender were males at 58.1%, followed by females (40.9%), with a minimal percentage (1%) preferring not to disclose.

Table 4.2: Gender

		Frequency	Percent	Cumulative Percent
Valid	Male	118	58.1	58.1
	Female	83	40.9	99.0
	Prefer not to say	2	1.0	100.0
	Total	203	100.0	

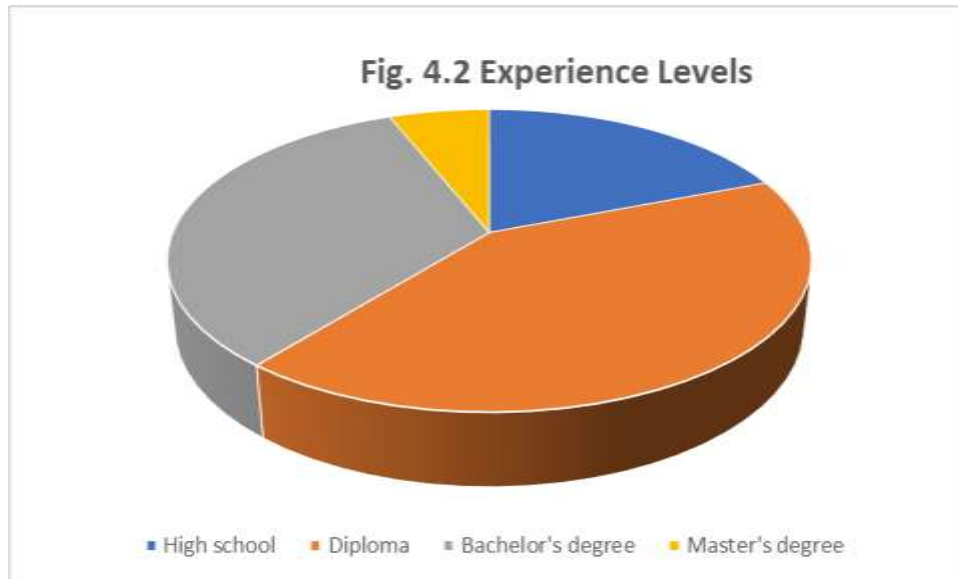
The inclusion of both genders ensures a diverse range of perspectives, which can lead to a more comprehensive understanding of the strategic objectives' impact. It reflects the actual customer base and workforce in the retail sector, enhancing the study's relevance and applicability. Differences in gender responses can highlight unique preferences and needs, helping tailor strategies to different demographic groups.

4.3.2 Experience level

The experience levels of the respondents who participated in the study are indicated in table 4.3 below. A large portion of respondents (45.3%) had 0-3 years of experience in the retail sector, indicating a relatively young workforce. Other experience levels were 26.6% (3-5 years), 19.2% (5-10 years), and 8.9% (over 10 years). This also is represented in figure 4.3 below.

Table 4.3: Experience level

	Frequency	Percent	Cumulative Percent
Valid 0 – 3 years	92	45.3	45.3
3 - 5 years	54	26.6	70.0
5 - 10 years	39	19.2	89.2
Over 10 years	18	8.9	100.0
Total	203	100.0	



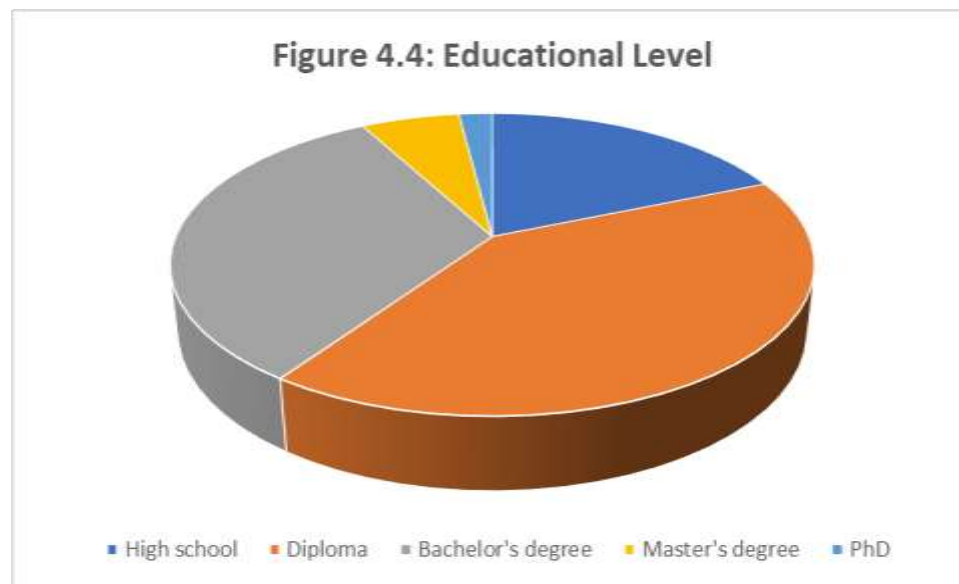
Respondents with different levels of experience provide a broad range of insights, from fresh perspectives of newer employees to seasoned views of experienced staff. Also, respondents with varying tenure ensures that the study captures the full spectrum of employee experiences and insights, making the findings more robust. Differences in experience can affect how respondents perceive and interact with strategic objectives, offering a nuanced understanding of their effectiveness.

4.3.3 Educational level

Respondents' education ranged from high school at 18.7 percent to PhD at 2.0 percent with most of them holding a diploma at 40.9 percent or bachelor's degree at 32.5 percent as demonstrated in table 4.4. This is further represented in figure 4.4 below.

Table 4.4 Educational Level

		Frequency	Percent	Cumulative Percent
Valid	High school	38	18.7	18.7
	Diploma	83	40.9	59.6
	Bachelor's degree	66	32.5	92.1
	Master's degree	12	5.9	98.0
	PhD	4	2.0	100.0
	Total		203	100.0



Educational diversity ensures that the responses reflect a wide range of cognitive approaches and problem-solving skills, enriching the data quality. The mix of practical and theoretical knowledge among respondents at different levels of education ensures a balanced perspective on both operational and strategic aspects of performance.

4.4 Descriptive Analysis

The section analyses the descriptive statistics on the various variables of the study. The means and standard deviations of each of the variables being investigated are used to explain the occurrences and interpretations on the effect of performance on selected Quickmart supermarkets.

4.4.1 The Effect of Market Penetration on the Performance of Selected Quickmart Supermarkets

For the first research objective, the study aimed to explore the relationship between market penetration strategy and performance of selected Quickmart supermarkets. Respondents were asked to rate their level of agreement with various aspects of market penetration strategy that might influence organizational performance. The means and standard deviations are used to depict the descriptive statistics of the study variables. The average mean and standard deviation of the statements on market penetration was 2.8683 and 1.33194. The highest mean was realized with understanding of customer preferences on products and services at 3.0296 with a commensurate standard deviation of 1.19368. This was followed by offering of competitive prices to cater for price-sensitive customers at 2.0261, attracting new customers at 2.8473, and lastly increasing purchase frequency among existing customers at 2.67. The results as shown in table 4.5 below.

Table 4.5: Market Penetration on the Performance of Quickmart Supermarkets

Statements	N	Mean	Std. Deviation
The supermarket has understood the preferences of customers and presented products and services to their satisfaction	203	3.0296	1.19368
The supermarket is attracting new customers through campaigns, improved distribution channels, and unique products	203	2.8473	1.40414
The supermarket is increasing the frequency of purchases from existing customers by creating strong relationships with them	203	2.6700	1.35136
The supermarket is covering its price-sensitive customers through competitive prices	203	2.9261	1.37857
Aggregate Score	203	2.8683	1.33194

Source: (Researcher, 2024)

The study found that market penetration strategies are crucial for attracting and retaining customers. The study also determined Quickmart's efforts in understanding customer preferences, attracting new customers, increasing purchase frequency, and offering competitive prices. The results showed moderate effectiveness, with mean scores ranging from 2.67 to 3.0296 on a 5-point scale, and on an average of 2.8683. This indicates that while Quickmart has made strides in market penetration, there is room for improvement, particularly in increasing the frequency of purchases from existing customers.

Content analysis of various opinions on how Quickmart supermarkets can further enhance market penetration revealed several key strategies, reflecting both industry best practices and the specific context of Nairobi City County. Respondents suggest that the supermarket could intensify its promotional activities to create greater brand awareness

and attract new customers. This includes leveraging digital marketing channels, such as social media and email campaigns, to reach a wider audience. Enhancing product accessibility through expanding online shopping and home delivery services is also highlighted, addressing the growing consumer demand for convenience. Additionally, respondents recommend the diversification of product offerings to include more local and niche products, catering to the unique preferences of different customer segments. Improving customer experience through personalized services and loyalty programs is another critical area, aiming to increase customer retention and satisfaction. These strategies, supported by the findings of Dutse and Aliyu (2018) suggested a moderate to strong agreement on the effectiveness of current market penetration initiatives. They revealed that a multifaceted approach focusing on visibility, convenience, and customer engagement can significantly boost Quickmart's market penetration efforts.

4.4.2 The Effect of Cost Leadership on the Performance of Selected Quickmart Supermarkets

The second objective on the effect of cost leadership on the performance of selected Quickmart supermarkets in Nairobi City County, Kenya determined an average mean of 3.2808 on the sub-variables. The highest score was realized by the statement determining Quickmart's efficiency in offering lower prices with a mean of 3.4384. This was followed by the statement on implementation of cost-control measures to achieve a competitive edge at 3.3892. Subsequently, statements on cost-efficient operations and utilization of technology to streamline operations had the means of 3.2365 and 3.0591, respectively. The results are shown in table 4.6 below.

Table 4.6: Table showing the Effect of Cost Leadership on the Performance of Quickmart supermarkets

Statements	N	Mean	Std. Deviation
The supermarket is efficient in constantly offering products/ services at lower prices compared to competitors.	203	3.4384	1.40011
The supermarket's cost-efficient operations are shown in its competitive pricing strategy.	203	3.2365	1.39065
Technology streamlines processes and operations to sustain price-sensitive products and efficiency.	203	3.0591	1.36304
The management implements cost-control measures in the supermarket to sustain a competitive edge.	203	3.3892	1.20694
Aggregate Score	203	3.2808	1.34019

The findings have revealed that cost leadership is a vital strategy for maintaining competitiveness in the retail market. Quickmart's performance in this area was relatively strong, with mean scores ranging from 3.0591 to 3.4384. The supermarket's efficiency in offering lower prices, implementing cost-control measures, and utilizing technology to streamline operations was noted. These efforts contribute significantly to Quickmart's ability to offer competitive prices and maintain a cost advantage over competitors.

Content analysis on cost leadership revealed that Quickmart supermarkets could invest in advanced supply chain technologies to optimize logistics and reduce operational costs, ensuring more efficient inventory management and minimizing waste. Another suggestion is to negotiate better terms with suppliers to lower procurement costs, which can be achieved through bulk purchasing and forming strategic alliances. Additionally,

respondents emphasize the theme of embracing energy-efficient practices and sustainability initiatives to cut utility costs and improve overall efficiency. Streamlining internal processes through automation and staff training can also lead to significant cost savings by enhancing productivity and reducing errors. Moreover, continuous market analysis and competitor benchmarking are crucial to maintaining competitive pricing without compromising quality. The data on cost leadership strategies indicates a strong positive impact on performance, reinforcing that a comprehensive approach focusing on technology, supplier relationships, process efficiency, and market intelligence will further solidify Quickmart's position as a cost leader in the retail sector.

4.4.3 The effect of business partnerships on the performance of selected Quickmart supermarkets

A five-point Likert scale was utilized to represent strong disagreement as 1 and 5 represented strong agreement with the statements. The means and standard deviations were calculated as part of the descriptive statistics to assess the central tendency and dispersion of the data as to the effects of business of business partnerships on the performance of selected Quickmart supermarkets. The findings are presented in Table 4.7 below.

Table 4.7: Table showing the effect of business partnerships on the performance of Quickmart supermarkets

Statements	N	Mean	Std. Deviation
The supermarket drives creative solutions and new market opportunities that leave every partner satisfied.	203	2.9951	1.44365
The number of partners is continually growing based on maintaining better relationships for a wider market reach.	203	3.2315	1.43292
The supermarket strategically aligns its objectives with partners through collaboration efforts	203	2.9655	1.22296
Supermarket forms strategic partnerships and co-development of their products and services with partners.	203	3.0099	1.39657
Aggregate Score	203	3.0505	1.37403

The highest mean was realized by the statement establishing the growing numbers of partners at ($M = 3.2315$, $SD = 1.43292$). This is followed by the statement on co-development of products and services through strategic partnerships at ($M = 3.0099$; $SD = 1.39657$). The supermarket driving creative solutions and new market opportunities scored ($M = 2.9951$, $SD = 1.44365$), whereas aligning objectives with partners scored a ($M = 2.9655$, $SD = 1.22296$). Business partnerships play a significant role in expanding market reach and fostering innovation. The study found that Quickmart's efforts in this area were moderately effective, with mean scores between 2.97 and 3.23. The findings have determined that the supermarket is successful in maintaining and growing the number of partners, aligning objectives with partners, and co-developing products and services. However, there is potential for further strengthening these partnerships to drive

even greater market opportunities and satisfaction as proven by the average mean of 3.0505.

Content analysis of various opinions from respondents revealed a number of issues on business partnerships. One recurring theme is to "deepen collaborations" with existing suppliers and partners by engaging in joint ventures and co-development projects, which can lead to innovative products and services tailored to market needs. Expanding partnership networks to include local producers and small businesses can diversify the product range and appeal to community-focused consumers. Respondents also suggest implementing regular partner evaluations to ensure alignment with strategic objectives and mutual benefits, fostering a culture of transparency and trust. Additionally, investing in technology platforms that facilitate seamless communication and data sharing between Quickmart and its partners can streamline operations and improve decision-making. Hosting networking events and business forums can also attract potential partners and strengthen existing relationships. The data on business partnerships indicates a strong positive correlation with organizational performance, highlighting that a proactive and collaborative approach, supported by technological integration and continuous engagement, can significantly enhance Quickmart's business partnerships and drive mutual growth.

4.4.4 The effect of internal processes on the performance of selected Quickmart supermarkets

The fourth objective examined the effect of internal processes on the performance of selected Quickmart Supermarkets. The means and standard deviations were calculated as part of the descriptive statistics to assess the central tendency and dispersion of the data.

The aggregate mean score for the sub-variables of internal processes is 3.7734 and a subsequent standard deviation is 1.23002. This is further represented in table 4.8 below.

Table 4.8: Table showing the effect of internal processes on the performance of selected Quickmart Supermarkets

Statements	N	Mean	Std. Deviation
The supermarket has well-designed processes that reduce waste and duplication and offer reduced costs.	203	3.6552	1.18960
The supermarket regularly reviews and refines its processes to produce more, improve them, and optimize their performance.	203	3.8473	1.27479
The supermarket has well-designed processes that ensure the desired objectives and goals meet the customer's needs and preferences.	203	3.7389	1.29194
The supermarket continually presents standardized processes that allow for consistency in quality and satisfying products.	203	3.8522	1.16374
Aggregate Score	203	3.7734	1.23002

Effective internal processes are critical for operational efficiency and customer satisfaction. Quickmart's internal processes were rated highly, with mean scores ranging from 3.65 to 3.85. The highest mean score was recorded by the statement of standardized processes that enabled quality and satisfactory products (M = 3.8522, SD = 1.16374). The second score was realized by the statement on regular reviews and refinement of processes to optimize performance (M = 3.8473, SD = 1.27479). The third score was realized by the statement on well-designed processes that allowed for desired objectives

and goals that met customer's needs and preferences ($M = 3.7389, 1.29194$). Lastly, was the statement that the processes were well-designed to reduce wastes and duplications ($M = 3.6552, SD = 1.18960$). This is consistent with the findings of Chandan, Kanchan, and Rajenthirakumar (2022) that suggest a comprehensive approach of internal controls that focuses on auditing, technology integration, staff training, and robust reporting mechanisms can substantially strengthen. The effective implementation of Quickmart's internal controls would be linked to improved efficiency.

Quickmart supermarkets can implement several opinions and key strategies as suggested by various respondents. Strengthening internal audit functions is critical, as it ensures regular and thorough reviews of financial and operational processes, identifying potential areas for improvement and mitigating risks. Integrating advanced technology solutions, such as automated inventory management systems and real-time data analytics, can provide greater accuracy and transparency in tracking stock levels and financial transactions. Respondents also recommend enhancing staff training programs to ensure all employees are well-versed in internal control procedures and understand the importance of compliance. Developing a robust internal reporting system that encourages timely and accurate feedback from employees can help identify and resolve issues quickly. Additionally, implementing stricter access controls and segregation of duties within the organization can prevent fraud and errors. Therefore, the study findings reveal that the supermarket has implemented well-designed processes that reduce waste, ensure consistency in quality, and meet customer needs and preferences. Regular reviews and refinements of these processes have further optimized performance, underscoring the

importance of continuous improvement in internal operations in the Quickmart supermarket.

4.4.5 Organizational performance

The data presented pertains to the organizational performance of Quickmart supermarkets as perceived by respondents. The statements were rated on a five-point Likert scale, with 1 indicating strong disagreement and 5 indicating strong agreement. The mean scores and standard deviations provide insights into how strongly respondents agree with each statement and the variability of their responses. The table 4.9 below shows the mean and standard deviations of various statements on performance of Quickmart supermarket.

Table 4.9 A table showing performance of Quickmart supermarket

Statements	N	Mean	Std. Deviation
The supermarket has increased its revenue over time because of the strategic steps it has taken.	203	3.8852	0.98960
The supermarket has gained more markets due to its strategic objectives.	203	4.0189	0.87479
More customers have been retained because they are satisfied with the products and services.	203	3.7904	0.79194
More supermarkets are being launched in new regions to tap the market.	203	3.5833	1.00374
Aggregate Score	203	3.8195	0.91502

The overall mean score of 3.8195 indicates a moderate to strong agreement that Quickmart's strategic objectives positively impact organizational performance. Collectively, respondents perceive the strategic objectives and efforts as beneficial to Quickmart's performance. The aggregate standard deviation of 0.91502 signifies a

moderate level of consistency in responses across different performance aspects. On revenue increase, respondents moderately agree that Quickmart's strategic steps have led to increased revenue over time (Mean: 3.8852, SD: 0.98960). There was a positive assessment of Quickmart's market penetration and expansion strategies denoted by the highest mean of 4.0189, and standard deviation of 0.87479. There was also a moderate agreement that customer retention has improved due to satisfaction with products and services (Mean: 3.7904, SD: 0.79194). The least score was on the statement of expansion into new regions (Mean: 3.5833, SD: 1.00374). Respondents moderately agree that more supermarkets are being launched in new regions. This points to a perceived strategic objective in geographical expansion. Therefore, Quickmart's strategic objectives are perceived positively in terms of revenue growth, market gain, customer retention, and regional expansion.

4.5 Inferential statistics

Inferential analysis draws conclusions about a population based on data collected from a sample of that population. In essence, inferential statistics allows researchers to make generalizations or predictions about a population based on a smaller subset of data. The techniques that would be considered in this study include determination of correlation analysis, model of fit, analysis of variance, and regression analysis.

4.5.1 Correlation analysis

Correlation analysis was employed in the study to determine the strength and direction of the relationships between the variables, following the guidelines of Gupta and Gupta (2022). The outcomes are shown in table 4.10 below:

Table 4.10: Correlations

		Market penetration	Cost leadership	Business partnership	Internal processes	Performance
Market penetration	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	203				
Cost leadership	Pearson Correlation	.685**	1			
	Sig. (2-tailed)	.000				
	N	203	203			
Business partnership	Pearson Correlation	.383**	.570**	1		
	Sig. (2-tailed)	.000	.000			
	N	203	203	203		
Internal processes	Pearson Correlation	.543**	.479**	.739**	1	
	Sig. (2-tailed)	.000	.000	.001		
	N	203	203	203	203	
Performance	Pearson Correlation	.316	.387	.424**	.615	1
	Sig. (2-tailed)	.100	.219	.001	.836	
	N	203	203	203	203	203

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

Gupta and Gupta (2022) define a correlation coefficient of 0.9 to 1 as indicating a very strong correlation, 0.7 to 0.89 as a strong correlation, 0.4 to 0.69 as a moderate correlation, 0.10 to 0.39 as a weak correlation, and 0 to 0.1 as a negligible correlation. Therefore, the findings in Table 4.10 reveal significant positive relationships between all strategic objectives and performance. Market penetration positively and strongly correlates with cost leadership ($r = .685$, $p < .01$), shows a weak correlation with business partnerships ($r = .383$, $p < .01$), and a moderate correlation with internal processes ($r = .543$, $p < .01$). Cost leadership also moderately correlates positively with internal processes ($r = .479$, $p < .01$) and business partnerships ($r = .570$, $p < .01$). Business

partnerships have a strong correlation with internal processes ($r = .739, p < .01$). Internal processes had the highest strong correlation with performance ($r = .615$), indicating that efficient internal operations are crucial for the performance of Quickmart Supermarket.

4.5.2 Regression analysis

A multiple linear regression analysis was conducted to determine the effect of strategic objectives —specifically, market penetration, cost leadership, business partnerships, and internal processes (independent variables)— on performance of Quickmart supermarkets in Nairobi city county, Kenya. The model summary is presented in table 4.11 below.

Table 4.11: Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.633	.528	.334	.69430
a. Predictors: (Constant), Internal processes, business partnership, market penetration, cost leadership				

From the table 4.11, the regression analysis showed the predictive power of the strategic objectives values as strong. This is depicted by the R value of 0.633. The model also showed about 52.8% of the variance in performance ($R^2 = .528$), indicating a substantial impact of the strategic objectives on performance of supermarket. The analysis confirmed that all four strategic objectives (market penetration, cost leadership, business partnerships, and internal processes) significantly contribute to performance, with internal processes having the most substantial effect. Therefore, 47.2 percent of the variables that could possibly influence the performance of Quickmart supermarkets was

not explained by the chosen model. The table 4.12 below explains the analysis of variance in this study.

Table 4.12: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.380	4	1.345	2.790	.028 ^b
	Residual	95.448	199	.482		
	Total	100.828	203			

a. Dependent Variable: Performance

b. Predictors: (Constant), Internal processes, Business partnership, Market penetration, Cost leadership

The regression analysis shows that these strategic objectives explain 52.8% of the variance in performance ($R^2 = .528$). Table 4.12 demonstrates that the that the computed F is 2.790, which exceeds the critical value of 2.1318 ($2.790 > 2.1318$). The ANOVA results ($F = 2.790$, $p = .028$) confirm the model's significance. The p-value of $0.028 < 0.05$ level of significance is fit to predetermine the interaction between relationship between market penetration, cost leadership, business partnership, and internal processes with the performance of selected Quickmart supermarkets in Nairobi City County, Kenya. The regression coefficients of the variables in this study are showed in table 4.11 below.

Table 4.11: Regression Coefficients

Model		Unstandardized		Standardize	t	Sig.
		B	Std. Error	d		
				Beta		
1	(Constant)	0.483	.266		9.699	.000
	Market penetration	.336	.065	.042	.553	.031
	Cost leadership	.307	.062	.008	.110	.043
	Business partnership	.362	.059	.216	2.748	.007
	Internal processes	.644	.066	-.050	-.676	.050

a. Dependent Variable: Performance

The constant term of the regression equation is 0.483. This implies that with all the elements held constant (market penetration, cost leadership, business partnership, and internal processes), the performance of the Quick mart supermarkets in Nairobi City County is 48.3 percent. The coefficient of cost leadership was 0.336. This showed with all factors held constant the performance of Quickmart supermarkets in Nairobi city county was 33.6 percent as influenced with market penetration. With all factors held constant, the performance of Quickmart supermarkets in Nairobi city county with respect to cost leadership was 30.7 percent. This was shown with the coefficient of 0.307. The highest performance would be recorded by internal processes, with all factors held constant as shown by 0.644 regression coefficient. That implies, that performance was 64.4 with respect to internal processes. The performance attributed by business partnership with all factors held constant was 36.2 percent. This implied that an increase of every unit of business partnership, the performance was predicted to rise by 0.362. The regression model extracted from the SPSS analysis of the data is as follows: $Y = 0.483 +$

$0.336X_1 + 0.307X_2 + 0.362X_3 + 0.644X_4$; where Y is the organizational performance, X_1 is market penetration, X_2 is cost leadership, X_3 is business partnerships, and X_4 is internal processes.

Also, the regression coefficients indicate a market penetration of ($p = .031$), cost leadership of ($p = .043$), business partnerships of ($p = .007$), and internal processes of ($p = .050$). As revealed by the coefficients, they positively and significantly contribute to performance of Quickmart supermarkets. The standardized coefficients (Beta) represent the relative importance of each predictor variable, allowing for comparison of their effects on the dependent variable while regulating for differences in the scale of measurement. According to the standardized coefficients, the most significant and influential variable was business partnerships as shown by a lower of coefficient of 0.007. This was followed by market penetration, cost leadership, and internal processes with coefficients of 0.031, 0.043, and 0.050, respectively.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter contains the summary, conclusions and recommendations for this study. The recommendations are based on the study outcomes, including recommendations for further studies.

5.2 Summary

The findings of this study underscore the importance of strategic objectives in enhancing the performance of Quickmart supermarkets. The specific objectives were to establish the effect of market penetration, cost leadership, business partnerships, and internal controls on the performance of Quickmart supermarkets. The study utilized a descriptive research design to inform the collection of data from various employees from six Quickmart supermarkets that were randomly selected in Nairobi city county. The summary of the findings is detailed as follows.

5.2.1 Objective 1: The effect of market penetration on performance

The first research objective was to determine the effect of market penetration on the performance of Quickmart supermarkets in Nairobi City County. The study determined a positive and significant relationship between market penetration and organizational performance. The data indicated that strategic steps taken to understand customer preferences and present products accordingly have moderately improved revenue and market share. However, there is room for improvement in customer retention and competitive pricing to further enhance market penetration. Overall, effective market penetration strategies are crucial for driving organizational performance.

5.2.2 Objective 2: The effect of cost leadership on performance

The second objective was on cost leadership and performance of Quickmart supermarkets in Nairobi City County. Cost leadership strategies have been shown to significantly impact organizational performance. Quickmart's ability to offer products at lower prices compared to competitors, coupled with cost-efficient operations and effective cost-control measures, has resulted in positive performance outcomes. The strategic use of technology to streamline processes has also contributed to maintaining efficiency and competitiveness. The findings suggest that continuing to focus on cost leadership will likely yield further performance benefits.

5.2.3 Objective 3: The effect of business partnerships on performance

The third objective was on business partnerships and performance of Quickmart supermarkets in Nairobi City County. The influence of business partnerships on organizational performance is notably positive. Quickmart's partnerships have driven creative solutions, opened new market opportunities, and contributed to market expansion. The strategic alignment with partners through collaboration and co-development of products and services has enhanced market reach and innovation. Strengthening these partnerships and leveraging collaborative opportunities further can enhance performance and market position.

5.2.4 Objective 4: The effect of internal controls on performance

The fourth objective was on internal controls and performance of Quickmart supermarkets in Nairobi City County. Efficient internal processes play a critical role in enhancing organizational performance. The study found that well-designed and regularly refined processes that reduce waste and duplication significantly impact performance.

Ensuring that these processes meet customer needs and preferences, while maintaining consistency and quality, has led to higher efficiency and performance outcomes. The strong correlation between internal processes and performance underscores the importance of continuous process optimization in achieving strategic objectives.

5.3 Conclusions

The study aimed to determine strategic objectives influenced the organizational performance of Quickmart Supermarkets in Nairobi city county, Kenya. It is concluded that all the four strategic objectives — market penetration, cost leadership, business partnerships, and internal processes—positively and significantly influenced the performance of Quickmart supermarkets in Nairobi City County. It was suggested by the study that Quickmart can enhance its market position, operational efficiency, and overall performance, maintaining a competitive edge in the retail sector. Business partnerships emerged as the most influential factor as shown by the standardized coefficient of 0.007, highlighting the need for ongoing optimization of operations. This could have been attributed to the partnerships with suppliers and other stakeholders that were critical in the operations of the supermarket. The other variables of market penetration, cost leadership, and internal processes influenced the performance in this order and as shown by the coefficients of 0.031, 0.043, and 0.050, respectively.

5.4 Recommendations

The first recommendation is that supermarkets could embrace customer retention initiatives and market research in terms of their market penetration strategies. This would entail the supermarket implementing loyalty programs and personalized marketing campaigns to improve customer retention and increase purchase frequency. Secondly,

conducting continuous market research will enable a better understanding of customer preferences and emerging trends. This would ensure that products and services align with customer expectations. Data analytics will help inform strategic decisions, track performance metrics, and identify areas for improvement. Thirdly, operational efficiency is also critical, particularly as concerns investments in technology and process improvements to streamline operations and reduce costs further. This would also employ implementation of energy-saving and resource management practices that reduce overhead costs, and sustain cost leadership. It was clear from the study that supermarkets should embark on new strategic alliances with key suppliers, manufacturers, and service providers to foster innovation and market expansion. Fourthly, a regular evaluation of existing partnerships is worthwhile to ensure they align with strategic objectives and contribute positively to performance. Finally, on internal controls, the supermarkets should implement robust customer feedback mechanisms to gather insights on process effectiveness and areas for improvement. Ensuring high standards of quality assurance will guarantee consistency and reliability in products and services offered.

5.4.1 Recommendations for further studies

The study also determined suggestions for further research. The study can first focus on examining the long-term impact of strategic objectives on organizational performance. This will provide insights into how strategies evolve over time and their sustained effects on performance, helping businesses adapt to changing market conditions. Scholars could also investigate the role of digital transformation, including e-commerce and digital marketing, on the performance of retail supermarkets. This is owing to the growing importance of digital channels and strategies as opposed to traditional operations. Also,

researching on customer perception and satisfaction related to strategic objectives implemented by Quickmart and similar retailers could be worthwhile. Customer perspectives will provide valuable feedback on the effectiveness of strategic initiatives and highlight areas for improvement.

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APPENDICES

Appendix I: Quick mart supermarkets in Nairobi city county, Kenya

1. Quickmart Adams - Ngong Road
2. Quickmart Buruburu - Mumias South Road
3. Quickmart CBD - Moi Avenue
4. Quickmart Chaka - Chaka Road, Kilimani
5. Quickmart Donholm - Outer Ring Road
6. Quickmart Eastleigh - Eastleigh Section 3
7. Quickmart Fedha - Fedha Estate
8. Quickmart Gikambura - Gikambura Road
9. Quickmart Greenhouse - Ngong Road
10. Quickmart Imara - Mombasa Road
11. Quickmart Jipange - Thika Road
12. Quickmart Kahawa Sukari - Kahawa Sukari Avenue
13. Quickmart Kahawa West - Kahawa Station Road
14. Quickmart Kileleshwa - Manderu Road
15. Quickmart Kilimani - Kilimani Road
16. Quickmart Kikuyu - Kikuyu Road
17. Quickmart Kitengela - Nairobi/Namanga Road
18. Quickmart Lavington - Gitanga Road
19. Quickmart Mfangano - Hakati Road
20. Quickmart Mombasa Road - Mombasa Road
21. Quickmart OTC - Landhies Road

22. Quickmart Outering - Outering Road
23. Quickmart Pipeline - Outer Ring Road
24. Quickmart Pioneer - Moi Avenue
25. Quickmart Rongai Express - Magadi Road
26. Quickmart Rongai Main - Magadi Road
27. Quickmart Roysambu - Kamiti Road
28. Quickmart Ruai - Kangundo Road
29. Quickmart Ruaka - Limuru Road
30. Quickmart T-Mall - Mai Mahiu Road, Lang'ata
31. Quickmart Thika Road Mall (TRM) - Thika Road
32. Quickmart Thindigua - Kiambu Road
33. Quickmart Thome - Marurui, Northern Bypass
34. Quickmart Tom Mboya - Tom Mboya Street
35. Quickmart Utawala Express - Eastern By-Pass
36. Quickmart Utawala Main - Eastern By-Pass
37. Quickmart Waiyaki Way - Waiyaki Way
38. Quickmart Westlands - Ring Road, Parklands

Appendix II: Introduction letter

Dear Respondent,

I am an MBA (strategic management) student at Kenyatta University. I am undertaking a survey to get opinions from you on my research topic, “**Strategic objectives and Performance of Selected Quickmart Supermarkets in Nairobi City County, Kenya.**”

The outcome of this research is to inform the scholarly field in Strategic Management. In regard to this, I have indulged you to be engaged in this study by giving me honest and trustworthy opinions on the questions on the research tool. However, do not share any personal or confidential information. I appreciate your feedback.

Yours faithfully,

Caroline Mukai Mutisya.

D53/CTY/PT/20790/2020.

Appendix III: Questionnaire

GUIDELINE: This tool will investigate “Strategic Objectives and Performance of Selected Quickmart Supermarkets in Nairobi City County, Kenya.” The responses obtained using this to will be used for academic purposes. Thank you for your sincere and accurate responses that are instrumental in understanding much about strategic objectives in Quickmart Supermarket.

SECTION A: DEMOGRAPHIC INFORMATION

1. GENDER

Male		
Female		

**2. What is your
the retail sector?**

experience in

0 – 3 years	
3 - 5 years	
5 – 10 years	
Above 10 years	

3. What’s your educational level?

High school	
Diploma	
Bachelor’s degree	
Master’s degree	
PHD	

SECTION B: MARKET PENETRATION

4. Please show your perception and understanding of these statements within a scale ranging from 1 to 5, where 5 corresponds to "Strongly Agree," 4 to "Agree," 3 to "Uncertain," 2 to "Disagree," and 1 to "Strongly Disagree."

Statements	1	2	3	4	5
The supermarket has understood the preferences of customers and presented products and services to their satisfaction					
The supermarket is attracting new customers through campaigns, improved distribution channels, and unique products					
The supermarket is increasing the frequency of purchases from existing customers by creating strong relationships with them					
The supermarket is covering its price-sensitive customers through competitive prices					

5. In your opinion, what could the supermarket do to further enhance its market penetration?

6. SECTION C: COST LEADERSHIP

7. Please show your perception and understanding of these statements within a scale ranging from 1 to 5, where 5 corresponds to **"Strongly Agree," 4 to "Agree," 3 to "Uncertain," 2 to "Disagree," and 1 to "Strongly Disagree."**

Statements	1	2	3	4	5
The supermarket is efficient in constantly offering products/ services at lower prices compared to competitors.					
The supermarket's cost-efficient operations are shown in its competitive pricing strategy.					
Technology streamlines processes and operations to sustain price-sensitive products and efficiency.					
The management implements cost-control measures in the supermarket to sustain a competitive edge.					

8. In your opinion, what could the supermarket do to further enhance its cost leadership strategy?

SECTION D: BUSINESS PARTNERSHIPS

9. Please show your perception and understanding of these statements within a scale ranging from 1 to 5, where 5 corresponds to "Strongly Agree," 4 to "Agree," 3 to "Uncertain," 2 to "Disagree," and 1 to "Strongly Disagree."

Statements	1	2	3	4	5
The supermarket drives creative solutions and new market opportunities that leave every partner satisfied.					
The number of partners is continually growing based on maintaining better relationships for a wider market reach.					
The supermarket strategically aligns its objectives with partners through collaboration efforts					
Supermarket forms strategic partnerships and co-development of their products and services with partners.					

10. In your opinion, what could the supermarket do to further enhance its business partnerships?

SECTION E: INTERNAL PROCESSES

11. Please show your perception and understanding of these statements within a scale ranging from 1 to 5, where 5 corresponds to "Strongly Agree," 4 to "Agree," 3 to "Uncertain," 2 to "Disagree," and 1 to "Strongly Disagree."

Statements	1	2	3	4	5
The supermarket has well-designed processes that reduce waste and duplication and offer reduced costs.					
The supermarket regularly reviews and refines its processes to produce more, improve them, and optimize their performance.					
The supermarket has well-designed processes that ensure the desired objectives and goals meet the customer's needs and preferences.					
The supermarket continually presents standardized processes that allow for consistency in quality and satisfying products.					

12. Suggest other elements of internal processes that could influence the performance of the supermarket.

SECTION F: PERFORMANCE

13. Please show your perception and understanding of these statements within a scale ranging from 1 to 5, where 5 corresponds to **"Strongly Agree," 4 to "Agree," 3 to "Uncertain," 2 to "Disagree," and 1 to "Strongly Disagree."**

Statements	1	2	3	4	5
The supermarket has increased its revenue over time because of the strategic steps it has taken.					
The supermarket has gained more markets due to its strategic objectives.					
More customers have been retained because they are satisfied with the products and services.					
More supermarkets are being launched in new regions to tap the market.					

Thank you.

Appendix IV: Graduate school approval letter



KENYATTA UNIVERSITY
GRADUATE SCHOOL

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

Website: www.ku.ac.ke

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

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 19th April, 2024

TO: Caroline Mukai Mutisya
C/o Business Administration Dept.

REF: D53/CTY/PT/20790/2020

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 11th April, 2024 approved your Research Project Proposal for the M.B.A Degree Entitled, **“Strategic Objectives and Performance of Selected Quickmart Supermarkets in Nairobi City County, Kenya”**.

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 and progress report Forms per semester. The Forms are available at the University’s Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.


ANNBELL MWANIKI
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration.

Supervisors:

1. Dr. Chrispen Maende
C/o Department of Business Administration
Kenyatta University

AM/lnn

Appendix V: Research authorization letter



KENYATTA UNIVERSITY
GRADUATE SCHOOL

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

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

Our Ref: D53/CTY/PT/20790/2020

DATE: 19th April, 2024

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

Dear Sir/Madam,


RE: RESEARCH AUTHORIZATION FOR CAROLINE MUKAI MUTISYA – REG. NO. D53/CTY/PT/20790/2020.

I write to introduce Caroline Mukai Mutisya who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Business Administration.

Caroline intends to conduct research for a M.B.A Project Proposal entitled, “Strategic Objectives and Performance of Selected Quickmart Supermarkets in Nairobi City County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,


PROF. ELISHIBA KIMANI
EXECUTIVE DEAN, GRADUATE SCHOOL

AM/lnn

Appendix VI: NACOSTI research permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 085502	Date of Issue: 22/July/2024
RESEARCH LICENSE	
	
<p>This is to Certify that Ms. Caroline Mukai Mutiyas 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 OBJECTIVES AND PERFORMANCE OF SELECTED QUICKMART SUPERMARKETS IN NAIROBI CITY COUNTY, KENYA. for the period ending : 22/July/2025.</p>	
License No: NACOSTIP/24/38009	
985502	
Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
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