DYNAMICS GLOBAL SOURCING AND VENDOR BENCHMARKING PERFORMANCE AT KENYA AIRPORT AUTHORITY

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DECLARATION

This project is entirely original with no submissions for credit toward a degree from any other university.

Signature:  Date:

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I attest that the candidate completed the work in this project while working under my or our supervision.

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DEDICATION

To my family, this dedication is directed as a token of my gratitude for their unwavering support during the MBA program.

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ABBREVIATIONS AND ACRONYMS

AHP	Analytic Hierarchy Problem
APQC	American Productivity & Quality Center
BOAC	British Overseas Airways Corporation
ICAO	International Civil Aviation Organization
ISO	International Standards for Organizations
JKIA	Jomo Kenyatta International Airport
KAA	Kenya Airports Authority
SEM	Structural Equation Modelling
SME	Small and Medium Enterprises
TOPSIS	Order Preference by Similarity to Ideal Solution
UAE	United Arab Emirates
UK	United Kingdom

OPERATIONAL DEFINITION OF TERMS

Vendor Benchmarking Performance	Method of evaluating several suppliers' performances to find areas for development and make sure the best-qualified supplier is selected.
Dynamics Global Sourcing	Global Sourcing is a composite influenced by international industry standards, which ensure quality and regulatory compliance; global aviation suppliers, who determine availability and competitiveness; global economic trends, which shape cost-effectiveness through trade policies and market conditions; and cross-border collaborations, which enhance supply chain integration through strategic partnerships.
Global Industry Standard	A framework for industry analysis that aids investors in comprehending the principal business operations of multinational corporations
Global Aviation Suppliers	The premier gathering spot in the world for airline operators, vendors, airlines, authorities, etc.
Cross-Border Collaboration	a type of international collaboration where the elimination of barriers resulting from national borders is the primary goal

ABSTRACT

Kenya Airports Authority faces challenges in efficiently overseeing its suppliers. The authority must deal with challenges like security. It was unclear if the fire was intentionally set, and it may have exposed weaknesses in airport security protocols, raising security concerns. With the steps Kenya Airports Authority has taken to implement dynamics global sourcing, including adoption of e-auctioning and e-tendering systems, there still appear to be some factors that are impeding the procurement process. It's possible that procurement irregularities affected a portion of government's flagship project at the Kenya Airports Authority. The main objective of the research was to evaluate the influence of dynamics global sourcing on vendor benchmarking performance at Kenya Airport Authority. Specific objectives were to examine the influence of international aviation suppliers, international industry standards, international economic trends, and international cross-border collaborations on vendor benchmarking performance at Kenya Airports Authority. Agency theory, relational view theory and transaction cost analysis theory were study's guiding theories. Descriptive research design was used for this investigation. Kenya Airports Authority supply and procurement department was the focus of the study. Population under study comprised 89 employees employed by the organization in that department. There was an 89-respondent census conducted. Data was collected using a structured questionnaire as the instrument. During the evaluation at Kenya Airlines, eight surveys were examined. The questionnaires' content validity was employed in this study to ensure their validity. The Cronbach alpha test was utilized to evaluate the reliability of the questionnaires. The quantitative data from the study was analyzed using descriptive statistical analysis, which involved calculating the mean and standard deviation. Tests for multicollinearity, linearity, normality, and autocorrelation were all included in the diagnostic panel. To further ascertain the degree to which variables influence one another, the study employed inferential statistics. The study found that vendor benchmarking performance at Kenya Airports Authority was positively and significantly impacted by international industry standards, global aviation suppliers, global economic trends and cross-border collaborations. The study concludes that the international industry standards play a crucial role in helping organizations ensure that their suppliers meet quality requirements, minimize the risk of defects and delays, and enhance trust and confidence in their supply chain. Collaborating with renowned suppliers from various countries provides us with the ability to enhance cost efficiency, expedite the time it takes to bring products to market, and enhance the overall quality of our offerings. The organization can utilize the global economic trends to establish practical and attainable objectives, track its advancement, and assess outcomes. Cross-border collaboration provides numerous benefits such as access to more dependable data and information, cost and risk reduction, increased learning and innovation, and improved relationships and reputation. The study recommends that in order to fully leverage the benefits of international industry standards as a dynamics global sourcing norm and address any obstacles, it is crucial for the organization to follow certain recommended procedures. The organization should carefully choose suppliers who can offer the best value based on various factors such as quality, delivery, reliability, and price. Utilizing industry benchmarks and trends, companies have the opportunity to enhance their vendor expenses, resulting in substantial cost reductions and increased effectiveness. Cross-border collaboration requires careful planning and execution. To use it effectively, the organization should first define its objectives and scope, such as the specific topic, issue, or process it wants to compare and improve, and the key performance indicators or metrics it wants to measure.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Benchmarking is an essential instrument designed to enhance performance and generate value by establishing and refining a similar benchmark. Despite not being a novel instrument in the outsourcing space, benchmarking has gained traction in recent years due to technological advancements and growing financial exigencies, as it has become standard within sizable outsourcing agreements (Getz, et al. 2020). Lau, et al. (2022) observe that in order to guarantee that outsourcing contracts stay competitive over the course of their duration and to create data normalization, benchmarking is essential. Organizations still, however, are unable to properly benchmark and take advantage of all the advantages available. As a result, including benchmarking in the contract can encourage greater stability and value along with extending the life of the supplier/user relationship.

Vendor benchmarking, according to Luzzini, et al. (2019), is a crucial component of procurement since it guarantees the highest caliber of goods and services are acquired. By comparing the performance of various suppliers, procurement officials can determine any areas in which a supplier may be succeeding or failing, claim Friedman, et al. (2021). Furthermore, benchmarking can assist businesses in finding new suppliers and weighing the advantages and disadvantages of possible acquisitions. Because it enables businesses to assess their performance against that of industry leaders and pinpoint areas for improvement, vendor benchmarking is crucial for effective procurement management (Alsharari, et al. 2024)

Many regulatory changes have been put into effect by governments worldwide to address the ever-changing needs of the procurement environment. These alterations affect procurement methods to enhance the social contract between citizens and governments (Mccrudden, 2018). Gabela and Okeke-Uzodike (2020) indicate that the strategic role of procurement in public procurement was strengthened by regulatory changes in Europe. Competitive and transparent practices were adopted in nations like the UK that have stringent public procurement laws. This suggests that, as trade becomes more globalized, there is a discernible trend towards greater dynamics global sourcing. But in order for businesses to use dynamics global sourcing effectively, they

need to have adequate information, logistical capabilities, organizational infrastructures, and efficient coordination systems.

For their construction industries, both developed and developing nations among them, the United States, Chile, Denmark, Australia, Brazil, the United Kingdom, Hong Kong, Singapore, and the Netherlands have over time implemented performance benchmarking systems (Barber, 2019; Costa, et al.2020). In Chile, Komakech (2022) indicate that the purpose of the benchmarking system was to find best practices, analyze them, and then provide participating companies with short-term improvement opportunities. Thus, the advantages of performance vendor benchmarking systems are that they allow for the assessment of the effects of current government and stakeholder interventions for the prompt and efficient implementation of development plans, strategies, and updated laws that will enhance the organization's performance.

Zimbabwean public procurement practices are primarily governed by rules and regulations designed to guarantee an equitable and cost-effective process. In actuality, these guidelines frequently give certain procurement officials the chance to abuse them and commit malpractice (Chigudu, 2020). According to Mawonde, et al. (2022), the supply chain performance in Zimbabwean dairy manufacturing companies was greatly impacted by the quality of the materials purchased, the landing cost of the materials, and the stock availability of the materials. Therefore, dairy manufacturing companies in developing countries should consider incorporating dynamics global sourcing methods as well as other beneficial local sourcing strategies to enhance their supply chain performance.

According to Kiage (2019), the majority of Nigerian government institutions are still hampered by protracted bureaucratic procedures when it comes to obtaining supplies and services. This leads to higher expenses, lower productivity, and leaks that significantly impact the national budget rather than the necessary approach that will enhance public financial management and performance. Adepoju, Salau, and Obayelu (2021) emphasize that the Nigerian ceramics market is facing tough competition due to increased need for durable, innovative construction materials. Moreover, the ceramics manufacturing industry has become increasingly complicated as a result of cheaper goods brought in by competing importers acting without regulations.

Oscar and Mwangangi (2021) note that quality, delivery factors, and information technology are the foundations for the vendor rating system's influence on procurement performance in Kenya's public sector. In a similar vein, Rotich, et al.(2022) note that the purpose of vendor rating in public institutions is to enhance supply chain delivery reliability, guarantee supplier collaboration with the organization, lower the level of stock outs, raise ethical contract management standards, decrease the frequency of reworks, and encourage suppliers to improve equality. Thus, the caliber of vendors selected is the distinguishing feature of a successful procurement department. This is due to the fact that each vendor must be rated based on a number of parameters, and that the vendor's performance has an inherent impact on the buyer's effectiveness and efficiency.

1.1.1 Vendor Benchmarking Performance

According to Willmington, et al. (2022), vendor benchmarking performance is conceptualized as a methodical process that entails assessing a vendor's performance in comparison to predetermined standards and industry norms. In order to make wise decisions about sourcing and supplier relationships, it assists businesses in evaluating the effectiveness, caliber, and competitiveness of their suppliers. By emphasizing how vendor benchmarking performance can be used to improve supply chain efficiency, cut costs, and boost an organization's overall competitiveness through ongoing performance measurement and comparison, Saha and Goyal (2020) operationalize vendor benchmarking performance.

Vendor benchmarking performance is approached from a strategic perspective by Goswami, et al. (2022), who define it as a tool to identify best practices within the vendor community, promote innovation, and drive improvements in the quality of products or services. In order to find areas where a business can enhance performance and become more competitive, Talluri and Narasimhan (2022) define benchmarking as an investigation into how a supplier's offerings, costs, and other factors compare to those of comparable competitors in the market. As a result, this procedure can be used in any department of a business, including customer service and manufacturing. Vendor benchmarking performance was evaluated in this study based on collaboration, dependability, and time delivery.

Assessing supplier performance globally is a component of vendor benchmarking performance from an international standpoint. procedure entails assessing the effectiveness of different airport suppliers and service providers to make sure they live up to the high standards anticipated in developed nations (Graham, 2023). For example, Singapore Changi Airport is frequently praised for its effectiveness in handling baggage because of its collaboration with suppliers who use state-of-the-art technology and procedures to guarantee that passenger luggage arrives on schedule and undamaged. The elevated degree of operational efficacy established a standard for other developed nation airports to pursue and underscores the significance of choosing suppliers capable of delivering exceptional results (Kincaid, et al. 2023).

The passenger experience is an additional viewpoint to take into account when analyzing vendor benchmarking performance. Airports in developed nations frequently concentrate on offering travelers first-rate facilities and services. A great illustration of this is Incheon International Airport in South Korea (ICAO Safety Report, 2019). They are frequently commended for providing excellent customer service and a positive traveler experience. This is partly because they work with suppliers who offer services like spotless and cozy lounges, quick immigration procedures, and delicious food options. As it helps to identify the vendors that contribute to a superior passenger journey, this highlights the importance of vendor benchmarking in improving the passenger experience at airports in developed countries (Jia, et al. 2023).

In developed nations, vendor benchmarking is also essential from an environmental standpoint. Environmental responsibility and sustainability are highly valued in many developed nations. Airports in these nations are required to make sure that their suppliers lessen their carbon footprint and adhere to strict environmental regulations. For instance, Frankfurt Airport in Germany has led the way in environmental sustainability, partly because of its dedication to collaborating with suppliers who use environmentally friendly methods for energy use, waste disposal, and emissions reduction (Huang, et al. 2021). Airline companies in developed nations can help create a more environmentally conscious and sustainable aviation sector by evaluating suppliers according to their environmental performance.

For the purpose of evaluating vendor benchmarking performance in developed nations, the financial viewpoint is just as important. For airports to stay profitable and

competitive, they must run smoothly and economically. For example, ranking as one of the most bustling airports globally, London Heathrow Airport keeps a careful eye on the cost management performance of its vendors. Heathrow can make sure they are getting the best value out of their vendor contracts and making financially sound decisions to maintain their position as a major global hub by benchmarking vendor costs and performance against industry standards and competitors (Kumar, et al. 2020).

The effective and secure operation of these facilities depends on vendor benchmarking performance across African airports. This process entails assessing and contrasting the efficacy of different vendors and service providers associated with airport operations, encompassing security, ground handling, upkeep, and retail services. In order to ensure the safety and security of travelers, luggage, and aircraft, African airports depend on security service providers (Alnowibet, et al. 2022). Benchmarking the performance of vendors such as G4S Secure Solutions is imperative, as they operate in numerous airports throughout Africa. Security benchmarking evaluates things like how quickly security incidents are resolved and how accurate baggage scanning is, among other things. For African airports to maintain their international reputation for safety and reputation, security providers must adhere to international aviation safety standards. For instance, the benchmarking process may highlight areas for enhancement in the passenger screening procedures, resulting in a more effective and safe travel environment for travelers at airports in nations such as South Africa and Nigeria (Motaung & Sifolo, 2023).

Airport operations in Africa depend heavily on infrastructure development and maintenance. Airport facility management and upkeep are frequently the responsibility of multinational corporations like Vinci Airports. Through the evaluation of variables such as runway upkeep, terminal cleanliness, and compliance with safety regulations, vendor benchmarking assesses their performance. For instance, Senegal and Tanzania are just two of the African nations where Vinci Airports operates. By comparing their performance to benchmarks, these airports can be sure that they meet international aviation standards, offer secure and well-maintained facilities, and enhance their overall effectiveness and reputation (Muchuruza, (2020).

In Africa, airport operations depend heavily on ground handling services, which are frequently provided by international firms like Swissport (Cohen, et al. 2018). Aspects

like aircraft turnaround times, passenger assistance services, and baggage handling efficiency are the main focus of this service benchmarking. Reducing delays and giving passengers a good travel experience depend on effective ground handling. For instance, to guarantee smooth operations, airports in nations like Ethiopia, Egypt, and Tanzania collaborate with ground handling service providers. African airports are made competitive on a global scale through vendor benchmarking, which guarantees the best degree of service quality and helps identify areas for improvement (Muchuruza, (2020).

Airports in Africa depend heavily on retail and commercial services to generate income. The international operator Duty Free World provides retail services at multiple airports throughout Africa. In this field, benchmarking assesses variables like product availability, cost, and caliber of customer service (Graham, 2023). Duty Free World, for example, is present in airports in Ghana, Morocco, and other African nations. African airports can offer a shopping experience that is competitive with airports worldwide by benchmarking the performance of retail service providers. This will appeal to both domestic and international travelers and support the airports' economies (Motaung & Sifolo, 2023).

Airport operations in Kenya depend heavily on security, so benchmarking security service providers is essential. Airports in Kenya, including Mombasa's Moi International Airport and Nairobi's Jomo Kenyatta International Airport, offer security services through both private companies and policy (Mwikya, 2019). By comparing how well they performed, they evaluated things like how quickly security incidents were handled, how accurately bags were scanned, and how well passengers were screened. For Kenyan airports to maintain their safety and reputation, security providers must adhere to international aviation safety standards. For instance, benchmarking procedures may highlight opportunities for enhancement, resulting in a more effective and safe traveller experience at these airports.

The upkeep and advancement of infrastructure are essential to Kenyan airports' smooth functioning. KAA is in charge of these facilities' upkeep and administration. Vendor benchmarking measures variables like runway upkeep, terminal cleanliness, and compliance with safety standards to determine how well maintenance service providers perform (Graham, 2023). For instance, KAA is in charge of managing a number of airports, such as Kisumu International Airport and Moi International Airport in

Mombasa. By meeting international aviation standards, providing safe and well-maintained facilities, and identifying areas for improvement, benchmarking enhances the overall effectiveness and reputation of Kenyan airports (Mwikya, 2019).

An additional essential component of Kenyan airport operations is ground handling services. Reducing delays and giving passengers a good travel experience depend on effective ground handling. Ground handling services are provided by organizations such as Swissport, which has operations at airports such as Eldoret International Airport and Jomo Kenyatta International Airport. Aspects like aircraft turnaround times, passenger assistance services, and baggage handling efficiency are the main focus of this service benchmarking. Kenyan airports are competitive and appealing to tourists because vendor benchmarking guarantees the best possible service quality and helps identify areas for improvement (KAA. 2023).

Kenyan airports depend heavily on retail and commercial services to generate income. Retail services are provided by Duty Free World, a worldwide operator, at airports like Moi International Airport and Jomo Kenyatta International Airport. In this field, benchmarking assesses variables like product availability, cost, and caliber of customer service. Kenyan airports can offer a shopping experience that rivals airports worldwide by comparing the performance of retail service providers. This will appeal to both domestic and international travelers and boost the airports' economies (KAA, 2023).

1.1.2 Dynamics Global Sourcing

Dynamics global sourcing involves purchasing products and services from international markets in different countries to reduce costs. It encompasses the utilization of inexpensive inputs or proficient workforce from countries with low labor costs (Monczka & Trent, 2020). According to Christopher, et al. (2021), dynamics global sourcing strategies typically seek to enhance product or service delivery through leveraging global efficiencies. The economies might involve cheap skilled labor, lowered costs, heightened international rivalry, advanced technology, and benefits such as decreased trade tariffs and tax incentives. Thus, companies can obtain materials through dynamics global sourcing that are either unavailable or more costly to produce locally.

The intricate process of dynamics global sourcing entails obtaining products and services from vendors spread across several nations or areas of the world. To determine

how well a company is managing its global supply chain and maximizing its sourcing efforts, it is imperative to measure the efficacy of its dynamics global sourcing strategies. In numerous studies, a number of KPIs and metrics are frequently employed to evaluate dynamics global sourcing. These metrics include risk management, lead times, inventory levels, supplier performance, cost savings, and quality control (Adler, et al. 2013).

First of all, international industry standards offer a standard framework for gauging performance and guaranteeing uniformity between countries. These norms like ISO certifications for quality control, safety laws, and security procedures are necessary to evaluate supplier performance uniformly. Airports can improve the safety and quality of their operations and guarantee compliance by benchmarking suppliers against these standards (Chakraborty, et al. 2020).

Second, the benchmarking process heavily relies on the performance and availability of international aviation suppliers. Airports purchase goods and services from international aviation suppliers, such as ground handling companies, aircraft manufacturers, and security technology providers (Kondo & Hegedus, 2020). The operations of airports may be greatly impacted by these suppliers. Airports can evaluate the effectiveness, caliber, and dependability of these suppliers by benchmarking their performance, ensuring that they satisfy industry norms and specifications (Jia, Buyle & Macario, 2023).

Thirdly, comprehending the operational and financial ramifications of vendor benchmarking requires an understanding of global economic trends. Global supplier sourcing costs can be influenced by economic trends like labor costs, inflation rates, and currency exchange rates. Airports can make well-informed decisions about their sourcing strategies and adjust to fluctuations in the economy by using benchmarking in the context of changing economic conditions (Mwikya, 2019).

Finally, because airports frequently collaborate and partner with suppliers, service providers, and agencies from other nations, cross-border partnerships and collaborations are essential in the aviation sector. Assessing the effectiveness of these cross-border partnerships through benchmarking enables airports to guarantee seamless operations, particularly during international travel. Airports' overall performance and

reputation are improved by identifying areas for improvement in communication, efficiency, and compliance with international regulations (Cao, et al. 2023).

1.1.3 Kenya Airports Authority

The main duty of the Kenya Airports Authority (KAA), established as an autonomous body in 1991 according to the KAA Act, Chapter 395 of Kenyan Laws, is to provide and oversee the nation's interconnected airport system (KAA, 2023). KAA provides a supportive environment to enhance aviation services between Kenya and other countries. As of 2022, the organization believed that around 2000 individuals were working in its different branches. Prior to its establishment, KAA was supervised by the now-disbanded Aerodromes Department of the Ministry of Transport and Communication. Nairobi Embakasi Airport was founded in May 1958 under the administration of Sir Evelyn Baring, who was the last colonial ruler of Kenya. Old Embakasi Airport, previously referred to as, was built in the 1950s to accommodate Boeing 707/DC8 planes of the first generation. The Queen Mother was delayed in Australia and could not make it to the airport opening ceremony, which was originally set to be presided over by Queen Elizabeth. Nairobi Embakasi Airport was closed on March 14, 1978, to create room for the new Jomo Kenyatta International Airport (KAA, 2023).

Nairobi Airport was not Kenya's first airport, despite what many people think. Wilson Airport, one of the region's busiest domestic airports, has origins dating back to World War I. Commercial routes were first flown in the 1920s by Imperial Airways and its successor, British Overseas Airways Corporation (BOAC). Wilson Airways Ltd. was established by Mrs. Florrie Wilson in July 1929, and it operated out of Dagoretti Corner Airport in Nairobi. Nairobi Aerodrome was selected later that year to replace the airstrip at Dagoretti Corner. Airports in Mombasa and Kisumu were later built mainly for military use as a result of World War II. Mombasa had two runways: a 1.5 km long, short runway that could handle Douglas Commercial and similar aircraft, and a long runway. However, Kisumu airport was perfectly situated to receive amphibious aircraft that were landing in the adjacent Lake Victoria. The airports have since been granted international accreditation (Mwikya, 2019).

Kenya Airports Authority has changed dramatically over the years in its organizational structure in an attempt to become a customer-focused, results-driven business. The

Authority is currently engaged in extensive projects to modernize the country's existing aerodromes and build new ones in order to facilitate the growth of significant economic sectors such as trade, horticulture, and tourism (Mwikya, 2019). Among its many other services, KAA provides aviation support infrastructure for travel between Kenya and other nations. At all Kenyan airports, the authority prioritizes expanding capacity, providing better services, and boosting efficiency. It collaborates closely with various departments and agencies of the government, particularly the Kenya Airports Authority, which is in charge of enforcing air navigation laws (KAA. 2023).

Kenya Airports Authority aims to offer airport facilities and services that are globally competitive and efficient, in a sustainable environment, to all travelers using Kenyan airports. Kenya Airports Authority values governance, customer service, teamwork, ethics, professionalism, and innovation. The Chairman of the Authority serves on the board along with other members appointed by the government. The Kenya Airports Authority is in charge of managing several international airports such as Jomo Kenyatta International Airport, Moi International Airport, Eldoret International Airport, and Kisumu Airport. The organization is responsible for overseeing local airports such as Wilson Airport, Malindi Airport, Lokichoggio Airport, WajirAirport, and Isiolo Aiport. In the same manner, KAA oversees various airstrips such as Diani, Manda, Lodwar, Nanyuki, Homabay/Kabunde, Kakamega, Garisa, Kitale, and Eldoret (KAA. 2023).

1.2 Statement of the Problem

Worldwide demand for high-quality aviation products has surged as airports strive for a competitive edge. Vendor benchmarking helps evaluate other airports' capacities, the quality of their work, and their suppliers (Graham, 2023). This process ensures high standards in products and services, enhancing customer satisfaction and financial stability. As the aviation sector evolves with new suppliers, airports like the Kenya Airports Authority (KAA) must adopt a strategy to select the best vendor services. By leveraging vendor benchmarking, KAA can establish a reliable supply chain and support its growth (Onjala, 2018).

In developed nations, international airports have widely adopted advanced global sourcing and vendor benchmarking strategies. However, KAA lags in several areas, leading to operational inefficiencies and missed opportunities. Airports like Frankfurt and Singapore Changi work closely with vendors to implement cutting-edge

sustainability projects, biometric passenger processing, and advanced baggage handling systems, enhancing efficiency and customer experience (Junior et al., 2021). African airports are also advancing in these practices. Johannesburg's O.R. Tambo International Airport has forged strong alliances with global suppliers, while Ethiopia's Bole International Airport has adopted more sophisticated sourcing and benchmarking techniques (Karagiannis et al., 2019).

As highlighted in the APQC (2023) report, the Kenya Airports Authority (KAA) faces several challenges in effectively managing its suppliers. One of the primary issues is security, especially in light of the uncertain cause of the fire, which exposed potential weaknesses in airport security protocols and raised concerns. Additionally, the closure of JKIA temporarily intensified air traffic issues, forcing planes to reroute, leading to inconvenience for both passengers and airlines (ICAO Safety Report, 2019). The incident also revealed a lack of adequate firefighting resources and slow response times. This diversity in challenges makes it difficult to standardize procedures and ensure consistency in vendor management. Another significant obstacle is the absence of global benchmarks at KAA, which complicates the objective evaluation of vendor performance and the establishment of industry standards (Kenya Engineer, 2021). Furthermore, inefficiencies in the vendor selection process may result in suboptimal decisions and partnerships. KAA also grapples with performance variability among its vendors, leading to fluctuations in service quality and disruptions to operations (Kenya Engineer, 2021). A key challenge lies in resource allocation, as efficiently distributing resources across the vendor portfolio proves difficult. Most critically, there may be a misalignment between KAA's strategic objectives and vendor relationships, hindering the organization's ability to achieve its long-term goals (Onjala, 2018).

In particular, the Kenya Airports Authority has encountered operational challenges over the years. As per an article published in Kenya Engineer (2021), KAA is confronted with a significant challenge concerning the scarcity of aviation engineers. According to the article, the majority of the problems with the Kenya Airways Authority have been related to staffing. Furthermore, the authority has started looking for knowledge from other nations in response to these shortages. However, there is limited information regarding KAA's utilization of vendor benchmarking to enhance service quality and maintain a competitive edge. In the current dynamic business environment, KAA needs to compare supplier performance to global aviation benchmarks, thoroughly assess

vendor quality, and pinpoint areas for improvement in order to make well-informed procurement decisions. This requires effective vendor benchmarking.

Even with all the steps KAA has taken to implement dynamics global sourcing, including the adoption of e-auctioning and e-tendering systems, there still appear to be some factors that are impeding the procurement process. According to the 2022 Auditor General, there may have been procurement irregularities pertaining to a portion of the government's flagship project at the Kenya Airports Authority (KAA). A contractor was chosen in May 2010 to construct the terminal 4 building, parking garage, grade parking, and other projects. The contract was valued at Sh4,147,677,412 (VAT excluded). However, the cost was later revised to Sh3,075,989,300 and then to Sh6,197,968,106 due to unexplained circumstances. Orders to prevent the Public Procurement Administrative Review Board (PPOA) from pressuring Kenya Airports Authority to sign a Sh55 billion contract with a Chinese company before obtaining funding for the project have been requested.

Dynamics global sourcing is primarily used to reduce costs and increase supplier certainty in meeting schedule requirements according to the research conducted by Kavoo and Gichure in 2016, the link between supply chain performance and dynamics global sourcing in Kenya's manufacturing sector was examined. Nevertheless, the research focused on performance between 2011 and 2015. Fendo (2019) investigated how dynamics global sourcing practices affect the operational performance of textile and apparel manufacturing companies in Kenya. The research found that offshoring, contract manufacturing, global outsourcing, dual sourcing, e-procurement, and offshoring have a positive but modest impact on operational performance. But the study's placing become Kenyan production groups. According to Mwirigi's (2020) evaluation of the variables influencing the effectiveness of dynamics global sourcing in Kenyan humanitarian organizations, international suppliers have an impact on this efficiency because they frequently misread and misunderstand the supply specifications. However, the research was a specific analysis of the UN Children's Fund. Therefore, to address this gap, this research examined international sources and aviation industry frameworks for vendor benchmarking and how Kenya Airports Authority might modify and put them into practice.

1.3 Objectives of the Study

1.3.1 General Objective

To assess dynamics global sourcing and vendor benchmarking performance at Kenya Airport Authority

1.3.2 Specific Objectives

The specific objectives were to;

i. Investigate the influence of international industry standards on vendor benchmarking performance at KAA.
ii. Ascertain the effect of global aviation suppliers on vendor benchmarking performance at KAA
iii. Determine effect of global economic trends on vendor benchmarking performance at KAA.
iv. Investigate the influence of cross-border collaborations on vendor benchmarking performance at KAA

1.4 Research Questions

i. What is the influence of international industry standards on vendor benchmarking performance at KAA?
ii. How do global aviation suppliers influence the vendor benchmarking performance at KAA?
iii. To what extent do global economic trends influence the vendor benchmarking performance at KAA?
iv. How does cross-border collaborations relate with the vendor benchmarking performance at KAA?

1.5 Significance of the Study

Understanding the effects of international benchmarking standards and vendor benchmarking frameworks in the aviation sector bears significant policy implications. Airlines that travel to and from Kenya are first handled by the Kenya Airports Authority. Therefore, the study's conclusions can help policymakers make decisions that would guarantee that businesses engage with their vendors in a risk-free, long-term manner in order to obtain a competitive advantage. By creating a strong framework for vendor benchmarking performance, Kenya Airports Authority would also be able to improve vendor performance by pinpointing areas of risk that require attention.

This study adds to our understanding of procurement practices, continuous improvement, and performance evaluation. It focuses on the dynamics global sourcing and vendor benchmarking performance at Kenya Airports Authority. The study would yield useful data on how airports can assess vendor performance in order to select vendors optimally for exceptional service quality. Additionally, it would clarify how businesses can use a supplier benchmarking framework to find affordable, high-quality goods and services that lower operating costs and boost competitiveness.

By means of an empirical investigation into how vendor benchmarking affects Kenya Airports Authority performance, the research would produce significant insights on how vendor benchmarking performance is crucial for other airports. The study's conclusions can be implemented by other Kenyan organizations to help them choose the best vendors and boost productivity while cutting expenses associated with running their business. In a similar vein, it could assist suppliers in comprehending the demands of the companies and, as a result, producing high-quality goods for the client businesses in order to stay competitive.

1.6 Scope of the Study

The main focus of the study was primarily on vendor benchmarking performance at KAA and dynamics global sourcing. Global aviation standards, global aviation suppliers, global aviation economic trends, and cross-border collaborations in the aviation industry are the main variables that were examined in this study. These performance metrics included the efficiency of the procurement chain and an assessment of the performance of suppliers. Additionally, methods for raising the quality of the supply chain were examined, including objectivity and transparency as well as ongoing development via vendor benchmarking.

The study was conducted in the framework of vendor benchmarking, with an emphasis on the Kenya Airports Authority's performance. The study took into account the competitive and dynamic aviation industry as well as the international aviation standards that aviation organizations ought to follow. In order to guarantee optimal productivity, the Kenya Airports Authority utilized the study's findings to design an effective supply chain network. Conversely, the study utilized a quantitative approach and applied research techniques. Through the use of questionnaires at Kenya Airports

Authority, the study gathered quantitative data, which was then statistically analyzed to quantify global sources and vendor benchmarking.

The study ran from April 2024 to September 2023. In the first phase, which lasted one month, a thorough literature review of reports on vendor benchmarking and dynamics global sourcing was conducted. The foundation for the qualitative research data was these data. The researcher spent two months at the Kenya Airports Authority gathering quantitative data for the second phase. During the two-month third phase, the gathered data was examined and the conclusions and findings were outlined. Supervisors' input on benchmarking was utilized in the final phase to gather, assess, and complete the research results.

1.7 Limitations of the Study

The use of quantitative data in the research was probably going to be limited because of the possibility of response bias, data omissions, and other errors. This might greatly affect the accuracy of the study's results. To tackle this issue, the researcher used strong data validation methods, cross-checking responses and conducting data cleansing to verify the precision and uniformity of the quantitative data. By using professionally designed survey instruments and following best practices in survey design, the validity of the study's findings can be enhanced. Likewise, there may be limitations related to causality in this study. It may not always be possible to establish a clear link between strategic choices and customer satisfaction, even though quantitative data can demonstrate relationships between variables. To get around this restriction, the researcher employed sophisticated statistical methods like regression analysis to identify plausible causal relationships and take confounding variables into consideration. Contextualizing the results within a larger theoretical framework allows the researcher to provide a more sophisticated understanding of the connections that have been observed.

1.8 Organization of the Study

The document consists of five chapters. To clarify the contextual issues related to the study, the first chapter discusses the study's background. Together with the research organization, the chapter comprises a problem statement, objectives, questions, study scope, study confines, and research organization. In the second chapter, the literature review establishes the theoretical framework of the study. In chapter 3, the study will

detail the methodology utilized and discuss the research methods employed. To answer the research queries, the chapter will also present a summary of the methods used to collect and condense data. Chapter four presents the results of the study and includes discussions on them. Chapter five contains the overview of results, final thoughts, suggestions, and recommendations for future research.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

An overview of the research on the impact of dynamics global sourcing on vendor benchmarking performance is provided in this chapter. The chapter examines various key theories that form the basis for the study's specific variables, as well as reviewing relevant empirical research from Kenya and other countries. Finally, the chapter introduces a theoretical framework depicting the connections among the research projects.

2.2 Theoretical Review

The selection of agency theory, transaction cost analysis theory, and relational view theory is crucial in explaining global sourcing complexities. Agency theory addresses conflicts between owners and managers in decision-making, transaction cost analysis theory highlights cost implications in supplier relationships, and relational view theory emphasizes the strategic value of long-term supplier collaborations. Together, these theories provide a comprehensive understanding of governance, economic efficiency, and partnership dynamics in global sourcing.

2.2.1 Agency Theory

Based on this theory, the governance of a company is founded on conflicts of interest among its managers, owners (shareholders), and principal debt providers. Every one of these categories has distinct goals and interests. Furthermore, et al. (1979) defined an agency relationship as a contract in which owners act as principals and managers act as agents to run the company. As a component of this agreement, the owners must give the management the authority to make decisions. As a result, managers who prioritize the interests of shareholders may receive some rewards, but they also face all the consequences if they do not pursue their own objectives.

Dalton, et al. (2018) assert that owners have faith that their representatives will advocate on their behalf. The ideal agreement between owners and managers should guarantee that managers consistently prioritize the owners' best interests. Creating the ideal contract is impossible because the choices made by managers impact the owners' interests along with their own well-being. In their study, Aras, et al. (2021) discovered that businesses making modest profits often face more challenges with their agency

connections. These companies produce a significant level of cash flow that is not tied up in expenses. Free cash flow refers to funds that are available for management's discretion and are not required to be used for necessities like paying taxes, debt interest, or replacing aging non-current assets.

Agency theory provided a relevant framework for understanding how conflicts of interest between managers and owners impacted vendor benchmarking performance at KAA. Since vendor benchmarking involved selecting suppliers based on international industry standards, managers (agents) were expected to act in the best interests of the organization (principals) by ensuring compliance with these standards. However, agency conflicts arose when managers prioritized short-term cost savings over long-term quality and operational efficiency. This misalignment hindered adherence to global best practices in procurement. Therefore, implementing strict governance mechanisms, such as performance-based contracts and transparency measures, helped align managerial decisions with international industry standards, ultimately enhancing vendor benchmarking outcomes at KAA.

2.2.2 Transaction Cost Analysis Theory

Grover and Malhotra (2003) laid the groundwork for transaction cost theory, which suggests that there are instances where the expense of doing business could be excessively great. "Transaction cost theory" is an economic perspective that takes into account different costs involved in transactions, such as coordinating contracts and sharing information. The economic aspect of supply chain relationships must be taken into account from an economic standpoint. This perspective clarifies the three dimensions of transactions between firms and their relationships: asset specificity, uncertainty, and frequency. Despite the benefits information advantage brings to businesses, transaction cost theory sees information sharing as an expense in commerce. The exploration of supply chain connections and interactions, alongside the efficiency of economic transactions, can gain advantages from implementing transaction cost theory.

Transaction cost theory describes the economic activity and governance structures in business relationships by analyzing transactions as the unit of analysis. Information sharing, risk, contracting deals, coordination, monitoring, and opportunistic behavior are all considered transaction costs, according to transaction cost theory (Msimangira

& Venkatraman, 2019). Walker and Poppa (2020) claim that the three main foundations of transaction cost theory are asset specificity, uncertainty, and frequency and that, unlike production, transactions are a key element of analysis in organizational structure. Businesses are compelled by the behavioral presumptions of bounded rationality and opportunism to uphold their commitment to acting morally in order to maximize profits. The acceptance of the limitations of human ability to process large amounts of information is known as bounded rationality. Transaction cost theory states that in the presence of uncertainty, bounded rationality emerges, making it difficult to precisely define the terms of an exchange and giving rise to an economic problem.

Transaction cost analysis theory explained how global aviation suppliers influenced vendor benchmarking at KAA. High transaction costs, including contract coordination and monitoring, impacted supplier selection and performance evaluation. The theory suggested that reducing uncertainty and improving information sharing with suppliers could lower costs and enhance benchmarking efficiency. By fostering long-term relationships with reliable global suppliers, KAA minimized opportunistic behavior and improved procurement outcomes.

2.2.3 Relational View Theory

The relational view theory, by Dyer and Sing (2019), will be applied in the study. This theory states that output can be increased in a value chain when a trader and consumer are eager to combine products in a unique way and make relation-specific investments. Studies emphasizing the significance of strategic suppliers in the supply chain are becoming more numerous (Gadde & Snehota, 2019; Hoyt & Huq, 2020; Dyer, 2021). In an interconnected world, where dynamics global sourcing has become commonplace, it is inevitable that cooperative relationships and joint action with these suppliers will be required. Alongside these advancements are the relational view's implications. In order to devote more time to each supplier who has the potential to drastically lower prices over time, businesses often cut back on their supply base. This viewpoint is compatible with the relational view as it shows how the dynamic between a purchaser and a vendor can lead to relational payments.

The relational view is advised for suppliers who could be strategically valuable to the purchasing organization, according to Brinkerhoff (2017). With the time and resources at hand, building a unique relationship with the entire supply base is not feasible. To

put it succinctly, relational payments can only be made with suppliers who hold long-term strategic value for the purchasing company. Cooperation with a supplier that exhibits high supplier attractiveness and a degree of interdependence with reciprocal returns is encouraged, as stated by Asanuma (2020). In addition to sharing knowledge and combining complementary resources with these supplier profiles, the purchasing company should plan to invest in relation-specific assets. This framework makes it more evident when and how supplier portfolio decisions can benefit from the relational view.

The relational view theory explained how global economic trends and cross-border collaborations impacted vendor benchmarking at KAA. Economic shifts influenced supplier relationships, requiring KAA to form strategic partnerships with vendors that provided long-term value and cost efficiencies. Cross-border collaborations enhanced benchmarking by fostering knowledge sharing and joint investments in supplier development. By prioritizing high-value supplier relationships, KAA improved vendor selection, ensuring adaptability to global market changes while strengthening its competitive position.

2.3 Empirical Review

This part gives an overview of the literature on previous research on the study variables, which have been conducted by different researchers; global industry standards, global aviation suppliers, global economic trends and cross-border collaborations.

2.3.1 Global Industry Standards

Alsharari and Aljohani (2024) explored how environmental and cultural factors influence benchmarking implementation and management control processes. Using an institutional and contingency perspective, their study employed a qualitative methodology, including case studies and document analysis. The findings revealed that cultural norms, regulatory frameworks, and institutional pressures significantly shape benchmarking practices. The study highlighted the need for more empirical research on how organizations in different sectors adapt benchmarking techniques under varying cultural and regulatory conditions.

In order to examine how organizational standards affect the supplier assessment procedure in manufacturing companies that have current suppliers, Patel (2018) carried out a study. The study concentrated on assessing models of decision-making and

selection criteria that support improved supplier development and assessment. The author established selection criteria for optimizing supplier assessment by utilizing ISO standards and the SCOR performance evaluation approach. The Analytic Hierarchy Problem (AHP) and Techniques for Order Preference by Similarity to Ideal Solution (TOPSIS) were combined to create a hybrid model used in the study. The overall weighting of the criteria was determined using AHP, and TOPSIS then used this information to determine the suppliers' performance scores. The results indicated that decision makers assigned more weightage to criteria related to thinking, cost, and finance compared to other factors, making them critical for the evaluation process. However, the study relied on secondary data, highlighting a potential methodological gap.

Alsharari and Aljohani (2022) explored how ISO standards affect the use of vendor benchmarking and management control processes, taking into account environmental and cultural factors from institutional and contingency viewpoints. The research employed a combination of qualitative and quantitative methodologies to thoroughly examine the impact of environmental and cultural influences on management control and benchmarking implementation in the UAE. Research discovered that the intricate interactions between environmental and cultural factors had a major impact on the UAE's management control and benchmarking implementation process. It is crucial to remember that because this research was done specifically in the United Arab Emirates, its conclusions might not apply to Kenya.

In a study by Patel (2018), the focus was on examining how organizational standards affect the evaluation of suppliers in manufacturing companies with existing suppliers. The study assessed the criteria for selection and the models used for decision-making. In a similar spirit, Essien, Lodorfos, and Kostopoulos (2019) investigated how industry standards functioned as a basis for supplier selection choices made in Nigeria's public sector. The researchers collected information from 341 senior employees and top management team members in 40 public sector organizations in Nigeria through structured questionnaires. The SEM analysis results revealed that the perception of instrumental ethical work climates, party politics, social connections among organizational actors, government policy requirements, and decision-makers' experience were the key factors influencing strategic supplier selection decisions. In decreasing order of significance are the following: the sense of time constraints, the

structural role of chief executive officers, the sense of rules and ethical work environments, and the sense of self-enhancement personal values. Furthermore, the results indicated that selecting a supplier did not significantly impact the organization's performance. However, this study focused solely on public sector organizations in Nigeria.

In another research, Bwana and Muturi (2021) investigated the impact of industry standards on vendor benchmarking effectiveness in Kenyan public sugar companies. The researchers utilized a descriptive survey research design to focus on a sample of 100 participants from five public sugar industries. By using a purposive sample selection method, a sample size of thirty respondents was gathered. Descriptive statistics were used to summarize the collected data. The study outcomes show a significant and favorable relationship between procurement performance and the request for quotation. These results uphold the idea that the procurement performance in public sugar industries is positively affected by the request for quotation. Nevertheless, this research only concentrated on conducting a survey of specific sugar companies in Kenya, resulting in a lack of overall context.

Wachiuri (2019) examined the impact of industry standards on vendor performance evaluation by state corporations in Kenya. The research employed a cross-sectional survey approach and integrated both qualitative and quantitative research methodologies. Every one of the 187 state corporations in Kenya were part of the target group, and a census method was utilized. Surveys were employed to collect firsthand information. The research employed inferential statistics, specifically correlation analysis and linear regression, to explore the relationships between the variables being studied. The research results demonstrated a strong and significant link between the efficacy of state institutions and the top commitment, skill, financial stability, and capability of their vendors. Nevertheless, the study's adoption of a cross-sectional survey design creates a methodological gap.

2.3.2 Global Aviation Suppliers

Amirteimoori et al. (2022) examined stochastic benchmarking, introducing probabilistic methods to assess performance efficiency. The study employed a mathematical modeling approach, integrating stochastic frontier analysis and data envelopment analysis (DEA) to quantify uncertainties in performance evaluations.

Their findings demonstrated that traditional benchmarking techniques often overlook uncertainty, leading to misleading efficiency assessments. However, a key knowledge gap remains in the practical application of stochastic benchmarking across diverse industries, particularly in non-financial sectors.

Mwake, (2018) conducted research on how supply chain management and vendor benchmarking performance are related. This study employed a case study approach utilizing Total Kenya Limited as the subject and drawing respondents from various departments within the supply chain. The results of the research indicated that the company places a high emphasis on benchmarking its supply chain performance measures across all key areas. The most often benchmarked metrics, ranked by significance, were order fulfillment cycle time, maximum allowable defects, on-time delivery without damage, supplier performance regarding the environment and safety, and compliance with safety regulations. However, in benchmarking efforts, price and cost measures received the least attention. Moreover, the research identified a significant link between benchmarking and supply chain performance. It is crucial to remember that the study's context was restricted to Total Kenya Limited.

Tan, et al. (2018) conducted a study examining how supply chain management impacts vendor benchmarking performance in the USA through a survey of innovative practices. The survey's findings offer empirical support for the theories put forth in the body of current literature. The results of the survey show the connections between corporate performance and elements that the literature has identified as essential to successful supply chain management, such as purchasing and customer relations procedures at the company. These correlations show that efficient supply chain management techniques and business performance are frequently positively correlated. But it's important to remember that the study used secondary data, which poses a methodological gap.

Shahzad, et al. (2019) conducted research to verify a framework for improving buyer-supplier relationships by studying how supplier development impacts vendor benchmarking performance in an empirical case study. The outcomes of this research stem from a thorough case study that utilized the suggested research framework. Through the utilization of qualitative research techniques, a unified structure for enhancing suppliers and improving buyer-supplier relationships was examined and

confirmed in a Finnish case study to offer tangible proof. The results showed that methods like offering incentives and actively participating in supplier development are key in enhancing buyer-supplier connections. Nevertheless, it is crucial to point out that the research was based on qualitative information.

Dey, Bhattacharya, and Clegg (2020) investigated how strategic supplier management affected the performance assessment of vendor benchmarking. This study demonstrates a methodical approach to identifying these factors by involving pertinent stakeholders and using process mapping. It also proposes leading and lagging factors for the assessment of suppliers. The main contribution of this article involves using an integrated analytical model in a real-life case study that combines the quality function deployment with the analytic hierarchy process for evaluating supplier performance. Several tests, such as focus groups, business results, and statistical analysis, have demonstrated the efficacy of this strategy. Furthermore, this investigation shows that enhanced supplier performance positively impacts the operations and business performance of the client organization. However, it is important to keep in mind that this study is based on a case study of a British manufacturing company, revealing a gap in the context.

2.3.3 Global Economic Trends

Awotiwon et al. (2024) investigated supply chain inefficiencies in low-cost carriers (LCCs) through risk identification and benchmarking, focusing on Air Australasia's operational model. Using a mixed-methods approach combining surveys and case study analysis, the study identified key risks affecting operational efficiency, such as supplier reliability and regulatory constraints. The study found that risk-oriented benchmarking enhances competitive advantage by streamlining supply chain processes. However, the research did not extensively explore long-term sustainability impacts, leaving room for future studies on continuous improvement strategies in LCCs.

Sikuku, et al. (2018) looked into how the performance of Kenyan suppliers was affected by international economic trends. The target organization protected 152 managers from Kenyan corporations that processed sugar. After acting checks for multicollinearity and normality, the information was analyzed the use of descriptive records and inferential facts, which covered bivariate regression analysis and correlation analysis. The outcomes confirmed a statistically giant fantastic correlation among provider

performance and worldwide financial traits. It should be acknowledged, though, that the study only looked at the years 2015–2017, exposing a contextual gap.

In order to better understand how economic factors affect supplier performance, Masnita, et al. (2017) conducted a study with a particular emphasis on the mediating function that operational and market-based performance play. Managers of small businesses involved in supply chain management were provided with questionnaires to gather information for the study, covering areas such as purchasing, production, finance, and marketing departments. Data was analyzed using a structural equation model to test the hypotheses. The results showed that supply chain operations had a clear and strong influence on supplier performance, both directly and indirectly, by improving operational and market-related outcomes. It is crucial to remember that the study only took into account the years 2013 to 2016, which highlights a contextual gap.

The empirical study carried out in Jakarta by Dedie, et al. (2021) concentrated on the economic elements that affect suppliers' performance. This study used a quantitative research design, distributing questionnaires to 97 suppliers, including large, medium, small, and micro-scale businesses. Partial least squares analysis was applied in structural equation modeling for the data analysis. The study's conclusions demonstrated that suppliers and contemporary retailers have a variety of relationships. The way that modern retailers interact with suppliers is likely to be influenced by the level of competition they face, the supply chain strategy they choose, and the percentage of the market they capture. Recognizing that the research focused only on SMEs in Jakarta emphasizes a contextual gap that should be taken into account.

Syahira (2021) conducted research into how economic factors affect the performance of supply chains. Several regression models were developed to determine the factors that influence the connections between stakeholders in the supply chain, including suppliers, internal stakeholders, and customers. The survey was given to individuals from manufacturing companies located in the main industrial states of Malaysia. Out of the 986 people who received the survey, 148 completed surveys were considered valid, as they were from individuals involved in managing supply chains for their company. The three variables exert a significant influence and successfully forecast a substantial proportion of the variability witnessed in supply chain performance. Furthermore, these variables demonstrate a significant association with one another.

2.3.4 Cross-border Collaboration

Pfeiffer et al. (2024) analyzed model-based reform benchmarking for European Union (EU) member states, aiming to unlock economic potential. They used econometric modeling and simulation techniques to assess the impact of structural reforms. The findings suggested that reform benchmarking improves economic resilience and competitiveness, but disparities in implementation across countries hinder its effectiveness. A major knowledge gap in their study is the need for more granular, sector-specific analyses to understand the varied impact of benchmarking across different industries.

Xie, et al. (2022) conducted research on the collaborative model of supply chain theory in cross-border e-commerce logistics. They studied how cross-border electricity traders and cross-border logistics work together in a cross-border ecosystem, and emphasized the importance of cooperation in cross-border logistics for electricity traders. The findings from the study demonstrate that various factors play varying roles in determining the success of cross-border e-commerce logistics. These factors consist of the presence of cross-border logistics as a functional service capability, the level of information sharing in cross-border logistics, the capacity to optimize and distribute cross-border logistics resources, and the extent of openness in the cross-border logistics environment. The level of information exchange in cross-border logistics has the most significant influence on the efficiency of cross-border traders' logistics, followed by the functional service capabilities of cross-border logistics. As a result, the level of openness in cross-border logistics and the ability to allocate resources efficiently are also important, albeit to a lesser degree. It is important to keep in mind that the research utilized secondary data.

Sfetcu (2024) discussed the challenges and opportunities of information and communications technology (ICT) in Romania, comparing it with EU standards. The study used a comparative analysis methodology, evaluating statistical data and policy documents. The results showed that Romania faces digital infrastructure gaps, but ICT benchmarking can enhance innovation and economic integration. However, the study lacked an in-depth examination of the socio-economic factors affecting ICT adoption, suggesting further research into digital literacy and workforce adaptability.

O'Connor, et al. (2020) examined the correlation between supplier performance in high-tech supply chains and interorganizational collaboration. The researchers utilized in-person interviews with executives and supply chain managers from 1,004 Chinese high-tech electronic component suppliers to collect data. The results offer strong proof that collaboration among global organizations enhances a supplier's performance for both its primary customer and the overall market. Understanding how relationships develop and integrating IT systems are crucial factors that impact performance. The generalizability of the results is enhanced by including businesses that produce 13 different product categories. It is important to keep in mind that the research focused on Chinese providers of advanced electronic components.

In their research, Fayos, et al. (2022) examined the impact of networking capabilities on the growth of SMEs in international public procurement. Incorporating both qualitative and quantitative methods, the researchers utilized a cross-sectional survey design. The target population consisted of officers working in the procurement, warehousing, and logistics departments of 63 food and beverage companies in Kiambu County. 189 officers from the logistics, warehousing, and procurement departments were selected using purposive sampling and a census method. Surveys were employed to collect information. The study findings indicated that small and medium-sized enterprises benefit from enhanced performance in international public procurement when utilizing supplier relationship management, particularly through supplier segmentation and information exchange. However, it is important to bear in mind that the research was carried out with a focus on the SME industry.

Inemek and Matthyssens (2019) conducted a research study on global supply chains, specifically examining how supplier innovativeness and buyer-supplier relationships influence cross-border trade networks. To achieve this research objective, a survey was distributed to 189 Turkish manufacturers and parts suppliers, and hierarchical regression analysis was conducted to test the hypotheses. The findings indicate that boosting the supplier's knowledge resources and encouraging investment in innovative activities can enhance supplier innovation through interfirm knowledge sharing practices, relation-specific investments, and governance mechanisms. Furthermore, the research highlights the impact of buyer support and collaborative relationships based on the supplier's tier placement. However, it is important to keep in mind that the research focused specifically on Turkish suppliers, or component manufacturers.

2.4 Summarized Literature and Gap

The empirical review brings attention to the studies carried out by different authors concerning global industry standards, global aviation suppliers, global economic trends, and cross-border collaborations on vendor benchmarking performance. Nevertheless, these studies demonstrate methodological gaps, contextual gaps, and conceptual gaps, thereby necessitating an investigation into the impact of dynamics global sourcing on vendor benchmarking performance at Kenya Airport Authority.

Table 2.1: Summarized Literature and Gap

Name	Study focus	Results	Gap	Focus of present study
Patel (2018)	Organizational guidelines for the process of evaluating suppliersfor manufacturing companies that already have suppliers	Cost and finance received more weight than other criteria due to the decision makers' perspective, and as a result, their sub-criteria received more weight than other sub-criteria, making them more crucial for the evaluation process.	Since the study relied on secondary data, there is a gap in the methodology.	Primary data used in the study.
Alsharari and Aljohani (2022)	ISO guidelines on the application of vendor benchmarking and the management control process as impacted by the interaction of cultural and environmental factors	The intricate interactions between environmental and cultural factors have a significant impact on the UAE's management control and benchmarking implementation process.	The research was conducted in the United Arab Emirates and the results might not be relevant in the Kenyan setting given	Study attention was paid to Kenya Airports Authority

Essien, Lodorfos and Kostopoulos (2019)	Industry standards as a precondition for public sector in Nigeria supplier selection decisions	Selecting a supplier is not a significant factor in determining how well an organization performs.	The study concentrated on Nigerian public sector organizations that presented	Study attention was paid to Kenya Airports Authority
Bwana and Muturi (2021)	Impact of industry standards on public sugar companies' performance in vendor benchmarking in Kenya	Inquiries for price estimates enhance procurement outcomes..	The study's primary focus was a survey of particular Kenyan sugar companies, which created a contextual gap.	Study attention was paid to Kenya Airports Authority
Mwake (2018)	The connection between vendor benchmarking performance and supply chain management	There is a significant and favorable correlation between supply chain performance and benchmarking.	The case of entire Kenya limited served as the study's context.	Study attention was paid to Kenya Airports Authority
Tan, Kannan and Handfield (2018)	Supply chain management's impact on vendor benchmarking performance: an analysis of US practices currently in use	A clear and favorable correlation exists between corporate performance and efficient supply chain management practices.	A methodological gap exists in the study due to the utilization of secondary data.	Quantitative data was used in the study.
Shahzad, Sillanpaa, Sillanpaa and Imeri (2019)	Impact of supplier development on vendor benchmarking performance: an empirical case study aimed at verifying a framework for enhancing the relationship between buyers and suppliers	Supplier development tactics, such as direct involvement and incentives, have a significant impact on the growth of relationships between buyers and suppliers.	The study utilized qualitative data.	Quantitative data was utilized in the research.

Dey, Bhattacharya and Clegg (2020)	Impact of strategic supplier management on performance assessment through vendor benchmarking	Improved supplier performance has a favorable effect on the client organization's business and operational performance.	The study presented a contextual gap because it was an action research case study of a manufacturing organization in the United Kingdom.	Study attention was paid to Kenya Airports Authority
Dedie, Martadisastra, Daryanto and Endang (2021)	Economic factors impacting suppliers' performance	The degree to which market share, supply chain strategy, and competition challenge modern retailers is likely to affect how they interact with suppliers	A contextual gap in the research because it concentrated on SMEs in Jakarta.	Study attention was paid to Kenya Airports Authority
Syahira (2021)	Economic aspects that affect the performance of the supply chain	noteworthy impact and accurately forecast a sizable percentage of the variation in supply chain performance	The study examined Malaysian manufacturing companies.	Study attention was paid to Kenya Airports Authority
O'Connor, Lowry and Treiblmaier (2020)	Relationship between supplier performance and interorganizational cooperation in high-tech supply chains	Various product categories significantly improve the results' generalizability.	Chinese suppliers of high-tech electronic components served as the study's context.	Study attention was paid to Kenya Airports Authority
Fayos, Calderon, H., Garcia-Garca and Derqui (2022)	Future growth of SMEs in international public procurement	Performance is positively impacted by supplier relationship management when it comes to supplier segmentation,	The study's emphasis on the SME sector created a contextual gap.	Study attention was paid to Kenya Airports Authority

		information flow, and SMEs in cross-border public procurement.		
Inemek and Matthyssens (2019)	Relationships between buyers and suppliers and their impact on innovativeness	By increasing the supplier's knowledge resources, relation-specific investments, interfirm knowledge sharing practices, and governance frameworks can encourage supplier innovation.	The study's focus on Turkish component manufacturers, or suppliers, created a contextual gap.	Study attention was paid to Kenya Airports Authority

Source: Researcher (2023)

2.5 Conceptual Framework

The conceptual framework links international industry standards, global aviation suppliers, economic trends, and cross-border collaborations to vendor benchmarking performance at KAA, highlighting their direct and indirect effects.

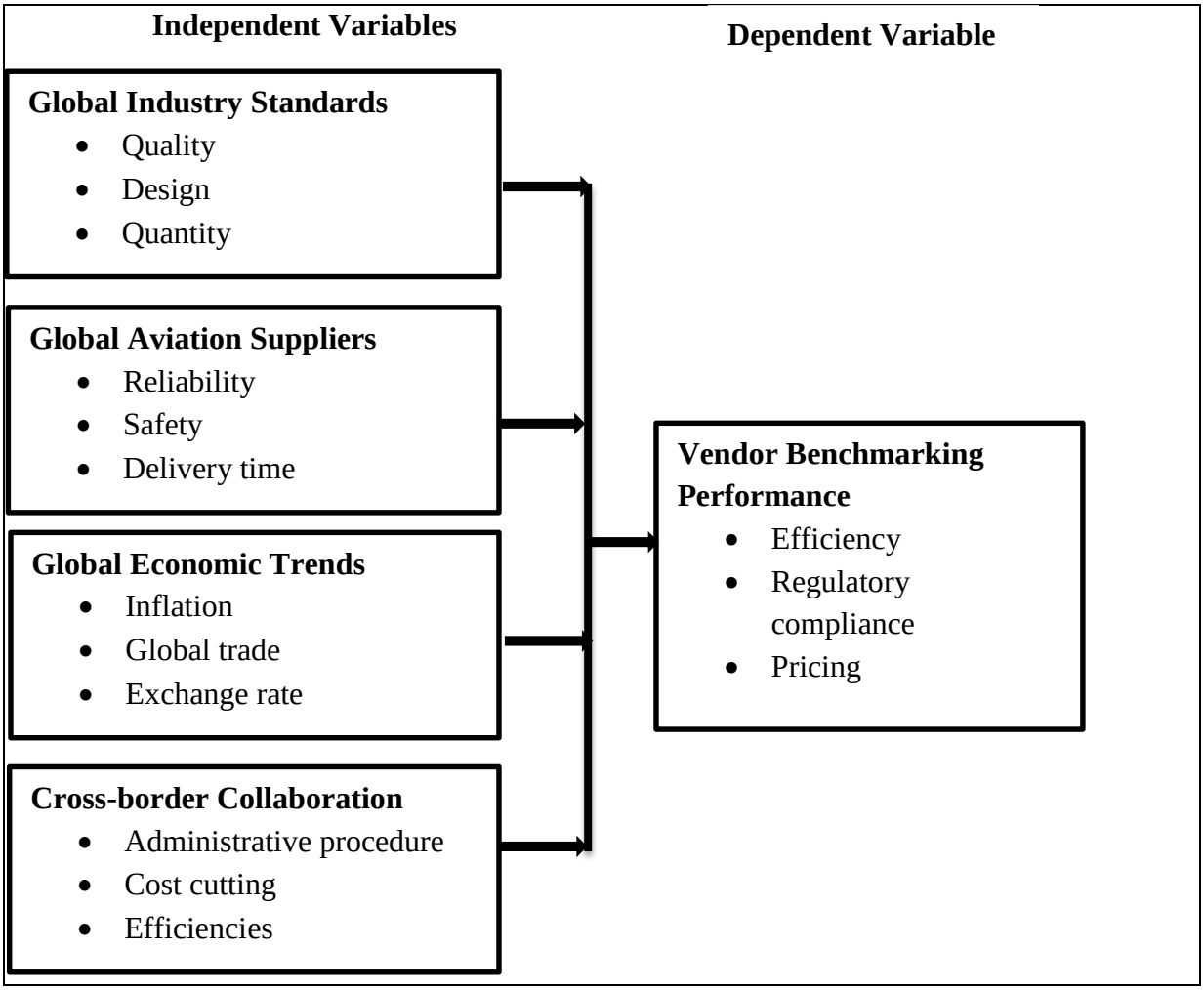

Figure 2.1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deliberated on research design, target population, sample size and sampling techniques, data collection, data analysis, ethical considerations.

3.2 Research Design

The study utilized a descriptive research design for its research methodology. According to Blessing, et al. (2018), a descriptive research design is a way to assess characteristics of a population, including self-reported and observed behaviors, program awareness, attitudes, opinions, and needs. It can also be utilized to depict a phenomenon in its current state. During a field survey, participants are interviewed in their natural habitats without any alterations to the environment as a component of the study methodology. Consequently, the design served as the foundation for this study. A descriptive research design was selected over other possible research designs because it enables an in-depth analysis of the current state of vendor benchmarking performance at KAA without manipulating variables. Unlike experimental designs, which require controlled environments, or exploratory designs, which focus on uncovering new insights, the descriptive approach allows for systematic data collection through surveys and observations. This design is appropriate for capturing respondents' perspectives, identifying patterns, and establishing relationships between dynamics global sourcing and vendor benchmarking performance in a real-world setting.

3.3 Target Population

According to Noor, et al. (2022) a population refers to the entire group of individuals or objects being observed in a specific area and possessing a common trait. The KAA supply and procurement department was targeted. Population comprised 89 employees who were employed by the organization in that particular department.

Table 3.1: Target Population

Category	Population
Managers	12
Other staff	77
Total	**89**

Source: KAA HRM report (2022)

3.4 Sample Design and Sample Size

Julious, (2023) state that sampling is not necessary if there are fewer than 100 cases in the study population. In such cases, it is recommended to study the entire population. Therefore, in this research, a census method was employed, where all 89 respondents were included. This approach ensures accuracy, as stated by Gorospe, Donahue, and Karl (2015), since all population units are analyzed prior to making any research conclusions.

3.5 Data Collection Instrument

A structured questionnaire was used as the tool for collecting data. It was made up of five sections, with the initial section centered on collecting demographic data from the participants. The subsequent parts, from part 2 to part 5, gathered data on global industry standards, global aviation, global economic trends, and cross-border collaborations, respectively. The survey employed a Likert scale, allowing participants to evaluate the items according to their degree of agreement. Every participant was given the questionnaire to fill out. The Likert scale was chosen because it enables the measurement of attitudes and perceptions in a standardized manner, making it easier to quantify subjective responses. It allows respondents to express varying degrees of agreement or disagreement, providing more nuanced data than simple yes/no answers. Additionally, the scale facilitates statistical analysis, enhances comparability across responses, and improves the reliability and validity of the collected data.

3.6 Pilot Study

A pilot test entails the inclusion of a limited number of participants to aid researchers in evaluating the efficacy of questionnaires and detecting any potential problems prior to commencing the ultimate data collecting process. Julious, (2023) describe pretesting as involving around 10percent of the population who share similar characteristics. Hence, 8 questionnaires were administered as a pilot study at KAA. Following the pilot study, several refinements were made to improve the clarity, reliability, and validity of the questionnaire. Ambiguous questions were reworded to enhance respondent

comprehension, and some redundant items were eliminated to streamline the survey. The Likert scale response options were also refined to ensure consistency in data interpretation. Additionally, the estimated completion time was revised based on pilot study feedback to enhance respondent participation and minimize dropout rates.

Non-response bias was mitigated through multiple strategies. First, follow-up reminders were sent to participants who had not completed the questionnaire within the initial response window. Additionally, respondents were assured of confidentiality and anonymity to encourage honest participation. The study also compared early and late responses to identify potential differences, ensuring that non-response bias did not significantly affect the research findings.

3.6.1 Validity

Noor, et al. (2022) posit that Validity implies the lelev to which an analysis tool properly assesses the constructs under investigation. Content validity can be utilized in this examination to evaluate how accurately the sample items reflect the content that the test is meant to measure. Julious, (2023) describe content validity as how well test items represent the entire domain being measured by the test. On the way to verify that the questions are clean and that the surveys are written in straightforward language that respondents can secure, the scientist utilized a substance legitimacy test. According to Noor, et al. (2022) expert opinion is essential to improving an instrument's content validity. As such, in order to ascertain whether the instruments would accurately measure the intended constructs, the researcher enlisted the help of supervisors.

3.6.2 Reliability

According to the methodology proposed by Yasin, Yunus, Rus, Ahmad, and Rahim (2015), a reliability assessment was conducted to assess the internal reliability of the survey. The reliability of the questionnaires was evaluated by using the Cronbach alpha test to calculate the alpha coefficient based on data collected in the pilot study. This coefficient measured the correlation among the test results. Test results range from 0 to 1, and Mugenda and Mugenda (2003) state that a score nearer 1 denotes a higher level of instrument reliability. Therefore, this study aimed to achieve a minimum alpha value of 0.7.

Table 3.2: Results of Reliability Tests

Variables	Cronbach's Alpha Value
Global industry standards	0.845
Global aviation suppliers	0.779
Global economic trends	0.812
Cross-border collaboration	0.794
Vendor benchmarking performance	0.786
Aggregate Score	**0.803**

Source: Pilot Study (2024)

The data shown in Table 3.2 reveals that every variable exhibited a Cronbach's alpha coefficient greater than 0.7, resulting in an overall score of 0.803. This indicates that the questionnaire items were dependable according to the suggestions provided by Mugenda and Mugenda (2003).

3.7 Data Collection Procedure

To ensure the accuracy, dependability, and trustworthiness of the data gathered to steer research findings, Kothari (2017) emphasizes the importance of data collection procedures in research. Each respondent in the study was provided with an individual questionnaire. To maintain control over the questionnaires, the study kept a register to track the distribution and collection process.

3.8 Data Analysis and Presentation

Quantitative data was gathered for the research and examined using descriptive statistical methods. Statistics were presented in tables and figures using SPSS version 20.0. The research also conducted inferential statistics, including multiple regression analysis and correlation analysis, to determine the degree of influence among variables. Multiple regression analysis was chosen over other statistical techniques because it allows for the examination of the relationship between multiple independent variables and a dependent variable simultaneously. This method was essential for assessing the combined effect of global industry standards, global aviation, global economic trends, and cross-border collaborations on vendor benchmarking performance at the Kenya Airports Authority. Additionally, multiple regression analysis helps control for confounding variables, enhancing the accuracy and reliability of the findings.

The regression equation adhered to the subsequent format:

$$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \varepsilon$$

Y= Vendor benchmarking performance

$X_{(1)}$= Global industry standards

$X_{(2)}$= Global aviation suppliers

$X_{(3)}$= Global economic trends

$X_{(4)}$ = Cross-border collaboration

β_1 to β_4 = Coefficients

ε = Error term

3.9 Diagnostic Test

Diagnostic tests were necessary to ensure the validity and reliability of the regression model used in the study. These tests helped to check for assumptions such as normality, multicollinearity, homoscedasticity, and autocorrelation, which are crucial for accurate statistical analysis. Conducting diagnostic tests minimized potential biases, ensured the appropriateness of multiple regression analysis, and enhanced the credibility of the study's findings on the impact of global industry standards, global aviation, global economic trends, and cross-border collaborations on vendor benchmarking performance at the Kenya Airports Authority.

3.9.1 Autocorrelation Test

Autocorrelation involves the correlation between values of the same variables in data from various observations (Ali, 2017). Bartels and Goodhew (2019) suggest that there is often controversy surrounding autocorrelation in time series data with observations collected at various time intervals. However, autocorrelation can also appear in cross-sectional data if the results are related in a specific way. In cases where the model is inadequately specified, regression residuals may show signs of autocorrelation. The Durbin-Watson test is a commonly utilized method for testing autocorrelation. Test statistics for the Durbin-Watson test fall within the range of 0 to 4. Values close to 2 (mid-range) suggest a lower level of autocorrelation, whereas values near 0 or 4 indicate high autocorrelation on either the positive or negative end of the spectrum.

3.9.2 Multicollinearity Test

Multicollinearity happens when there is a relationship between predictor variables in a regression equation. The issue arises because these variables are supposed to be independent. If the correlation is strong, it can lead to problems when interpreting the

results of the fitted model (Haitovsky, 2017). Micheal and Abiodun (2020) stated that the VIF, an indicator of the level of correlation among predictor variables in a regression model, is useful for assessing multicollinearity. A VIF value of 1 indicates no correlation between a certain predictor variable and other variables in the model, while a value of 1 to 5 suggests moderate correlation, and a value above 5 indicates potentially severe correlation. Hence, when there is multicollinearity and the VIF value exceeds 5, the regression model must consider it.

3.9.3 Normality Test

A normality test is used to determine if a specific sample data set accurately reflects a normal distribution (Lee & Han, 2018). Coin (2020) emphasizes the importance of residual normality because it directly affects regression coefficient confidence intervals, hypothesis test precision and confidence levels. The normality of the residuals determines the standard errors of estimates, which are the basis for these coefficients. Additionally, the validity of model selection criteria such as adjusted R-squared and R-squared depends heavily on normality, which gauge model fit quality and the balance between model complexity and simplicity. Furthermore, normality affects the identification and handling of outliers and influential points, which are data points with substantial impact on model fitting and parameter estimates. The study utilized the Shapiro-Wilk test to analyze the data and determine if its distribution differs significantly from normal distribution, taking into account multiple factors such as the well-known p-value. If the p-value is greater than 0.05, it is believed that the data satisfies normality assumptions.

3.9.4 Linearity Test

Niermann (2017) states that linear regression is used to model the relationship between a dependent variable and one or more independent variables. T-tests are used in linear regression, according to Hansen (2020), to compare the significance of various variables in the model and ascertain the statistical significance of a specific variable in the model. This helps identify the variables that are most crucial for predicting the dependent variable. Consequently, correlation coefficients were used in a linear regression analysis for the study, being considered significant with a p-value lower than 0.05.

3.10 Ethical Consideration

Kenyatta University's graduate school approved this study by issuing an approval letter. Additionally, the required authorization was sought from the NACOSTI. Prior informed consent was obtained from all individuals who chose to participate in the study. It was important to note that those who did not wish to participate were not obligated to do so. The respondents' names were purposely left out of all data collection instruments to ensure confidentiality. The information acquired was only utilized in this scholarly investigation. After consulting with the relevant research authorities, permission was secured as needed. All referenced materials and sources were appropriately cited. Ethical considerations were prioritized by ensuring voluntary participation, maintaining participant anonymity, and securing informed consent. The study adhered to ethical research guidelines by protecting respondents from any form of harm, avoiding deception, and ensuring that the data collected was used solely for academic purposes. Additionally, compliance with institutional and national research ethics regulations was maintained throughout the study.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter discusses the results of examining field data, which were organized into tables and figures for presentation. The chapter comprises response rate, demographic characteristics of respondents, descriptive statistics, and results of inferential statistics.

4.2 Response Rate

The total response rate was calculated from 89 questionnaires given to managers and staff at Kenya Airport Authority. Table 4.1 shows the response rate presentation.

Table 4.1: Response Rate

Category	Frequency	Percentage
Non response	4	4.5
Response	85	95.5
Total	**89**	**100**

Table 4.1 shows that 85 out of 89 questionnaires were returned by respondents, representing 95.5 percent, while 4 questionnaires out of 89 were not returned, accounting for 4.5percent. As stated by Baruch and Holtom (2014), a data analysis can be undertaken with a response rate of 80percent or above. Consequently, a response rate of 95.5percent was considered suitable for analyzing the data.

4.3 Demographic Data of the Respondents

The next part gives a summary of the participants' demographic details such as their gender, tenure at work, age, education level, and professional credentials. The findings are displayed in the following way;

4.3.1 Gender

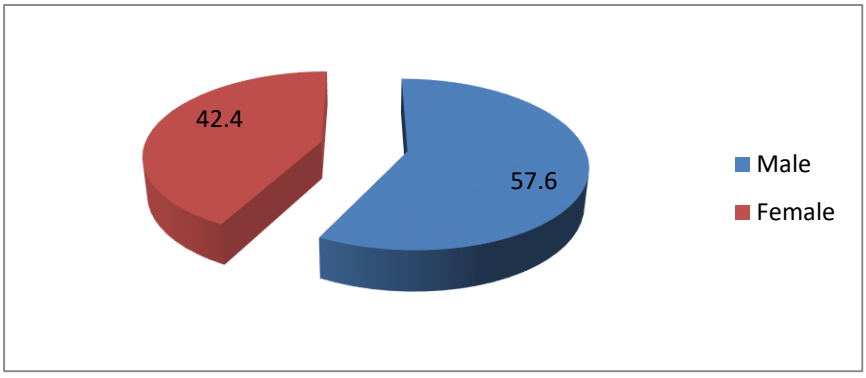

Figure 4.1: Gender

In relation to gender, the results shown in Figure 4.1 reveal that 57.6percent of respondents were male while 42.4percent were female. This is an indicator that a good representation of the gender of the respondents was adequately considered. This balanced representation ensures that the findings of the study are not biased towards a particular sex.

4.3.2 Age

Table 4.2: Age

Years	Frequency	Percentage
Below 27	17	20.0
28 to 38	33	38.8
39 to 48	26	30.6
49 and above	9	10.6
Total	**85**	**100**

In terms of age, the findings in Table 4.2 show that the participants covered a broad spectrum, from 27 to over 49 years old with majority (38.8percent) age between 28 to 38 years. On the other extreme, 10.6percent aged 49 years or above. This age diversity ensures that the study captures the perspectives of individuals at different stages of their careers, with varying levels of experience and knowledge

4.3.3 Length of Employment

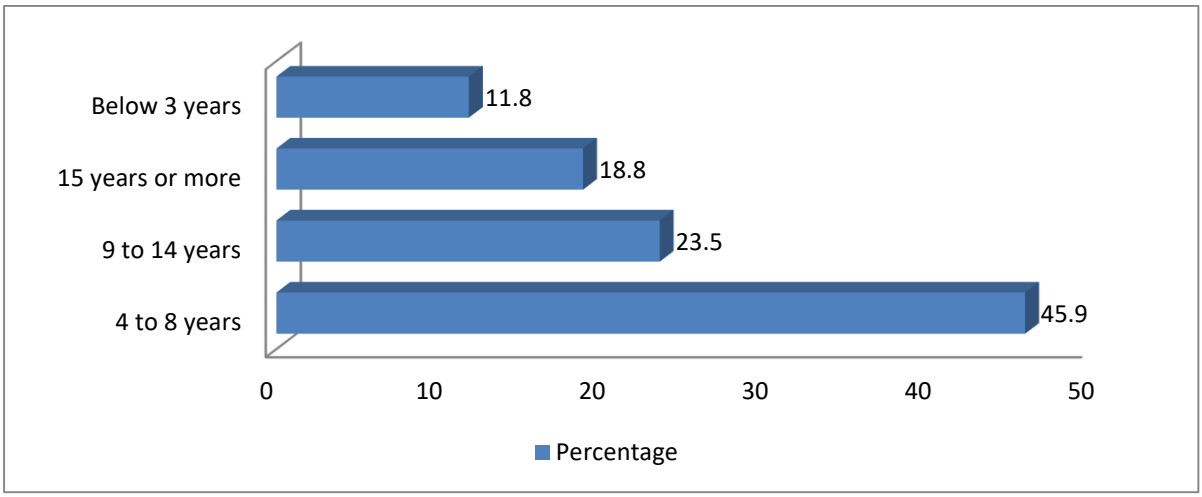

Figure 4.2: Length of Employment

The length of employment varied among the participants, ranging from less than a year to over 15 years whereby majority (45.9percent) 11.8percent of the participants had less than 3 years of work experience, while the majority had been employed for 4 to 8 years. This diversity in employment duration allows for a comprehensive analysis of the data,

as it captures the perspectives of both newcomers and experienced individuals in the field.

4.3.4 Educational Background

Table 4.3: Educational Background

Years	Frequency	Percentage
Post graduate	18	21.2
Diploma	23	27.1
First degree	31	36.5
Advanced diploma	13	15.3
Total	**85**	**100**

Educational background was another important aspect considered in the demographic information. The participants varied in their educational backgrounds, ranging from bachelor's degrees to master's degrees and diplomas. The findings indicate that a large majority (36.3percent) of participants held a bachelor's degree. This variety in educational backgrounds ensures that the study incorporates perspectives from individuals with different levels of academic training and expertise. The study further found that all the respondents had a professional certification.

4.4 Descriptive Analysis Findings

4.4.1 International Industry Standards

Table 4.4: International Industry Standards

Statements	M	SD
A strong network of reliable local partners ensures quality control.	4.56	0.437
Despite lower costs, global sourcing maintains quality.	4.66	0.340
Global standards enable multi-location manufacturing, boosting capacity.	4.53	0.470
Global standards enhance production control and speed to market.	4.38	0.617
Industry standards accelerate market entry and innovation.	3.52	1.476
Standards ensure quality, safety, and environmental protection.	4.09	0.909
Aggregate mean and standard deviation score	**4.29**	**0.708**

The data in Table 4.4 shows that participants agreed on how vendor benchmarking performance of KAA is influenced by international industry standards, as shown by mean and standard deviation scores of 4.29 and 0.708 on a Likert scale. The results support the research of Alsharari and Aljohani (2022) on how ISO standards affect the use of vendor benchmarking and management controls, taking into account environmental and cultural factors from institutional and contingency viewpoints. The

study found that the intricate interactions between environmental and cultural factors had a major impact on the UAE's management control and benchmarking implementation process. It is crucial to remember that because this research was done specifically in the United Arab Emirates, its conclusions might not apply to Kenya.

The respondents strongly agreed that: Despite dynamics global sourcing 's lower costs, quality has never been compromised (M=4.66, SD=0.340), robust network reliable local partners has been established, enabling them to guarantee that all aspects of quality control have been addressed (M=4.56, SD=0.437), global industry standards allow for multiple locations to be used for product manufacturing, thereby increasing production capacity (M=4.53, SD=0.470). The results are in line with Patel's (2018) research, which examined how organizational standards affect the evaluation of suppliers for manufacturing companies with existing supplier relationships. The research evaluated the standards for choosing and the methods employed for making decisions. The results of the structural equation modeling (SEM) research revealed that key factors impacting decisions on selecting strategic suppliers included instrumental ethical work climates perception, party politics, social connections among organizational actors, government policy requirements, and decision-makers' experience.

The respondents strongly agreed that: Global industry standards have shortened the time it takes to bring goods to market and improved production control (M=4.38, SD=0.617), Standards provide recognized answers for safeguarding consumers, health, safety, and the environment by setting quality and minimum criteria (M=4.09, SD=0.909) and industry standards help to anchor solutions on the market more quickly and act as a catalyst for innovations (M=3.52, SD=1.476). The findings align with Wachiuri's (2019) study on the impact of industry standards on vendor performance evaluation by Kenyan state corporations. The study conclusions showed a fine and considerable correlation among the performance of kingdom organizations and the best dedication, competence, financial viability, and capacity of their suppliers.

4.4.2 Global Aviation Suppliers

Table 4.5: Global Aviation Suppliers

Statements	M	SD
Strict enforcement of airport safety regulations enhances cargo security.	4.06	0.935
Air transport provides affordable, fast, and reliable shipping for perishable goods.	3.84	1.157
Well-managed airport security minimizes cargo loss and theft risks.	4.64	0.360
High-security measures reduce chances of theft or property damage.	4.45	0.538
There are no significant losses or delivery delays for imported goods.	4.52	0.475
Goods purchased internationally are delivered efficiently and on time.	4.57	0.426
Aggregate Score	**4.35**	**0.649**

The findings in Table 4.4 indicates strong agreement among participants regarding the influence of international industry standards on vendor benchmarking performance at Kenya Airports Authority (KAA), as shown by a mean score of 4.29 with a standard deviation of 0.708. These findings align with Alsharari and Aljohani (2022), who examined the impact of ISO standards on vendor benchmarking and management controls within institutional and contingency theories, highlighting the role of environmental and cultural factors, particularly in the UAE.

However, given the distinct regulatory and cultural environments, these findings must be contextualized within Kenya's procurement landscape. The results further indicate that despite the cost advantages of dynamic global sourcing, quality has never been compromised (M=4.66, SD=0.340), and a robust network of reliable local partners ensures comprehensive quality control measures (M=4.56, SD=0.437), aligning with Patel's (2018) study on supplier evaluation in manufacturing firms, which identified strategic supplier selection factors such as ethical climate perceptions, social networks, government policies, and decision-makers' experience.

Additionally, global industry standards facilitate multi-location manufacturing, enhancing production capacity (M=4.53, SD=0.470), a finding consistent with Wachiuri's (2019) study on industry standards and vendor performance evaluation in Kenyan state corporations, which highlighted supplier competence, financial stability, and their impact on organizational performance. Respondents also affirmed that industry standards expedite market entry and improve production control (M=4.38,

SD=0.617), provide recognized solutions for consumer protection and regulatory compliance (M=4.09, SD=0.909), and act as catalysts for innovation (M=3.52, SD=1.476), though the latter finding showed more variation in responses.

These results align with Wachiuri's (2019) conclusions on how adherence to industry norms enhances supplier efficiency and organizational performance by setting clear benchmarks that reduce delays and improve coordination. The statistical analysis validates these findings, with mean values indicating central tendencies and low standard deviations for quality control and supplier reliability suggesting strong consensus. This study underscores the importance of global industry standards in optimizing procurement decision-making at KAA, ensuring supplier efficiency, quality assurance, and production capacity expansion, ultimately reinforcing the necessity of standardized procurement practices for improved organizational performance in Kenya's public sector.

4.4.3 Global Economic Trends

Table 4.6: Global Economic Trends

Statements	M	SD
The general increase in the cost of energy and raw materials used in the production of goods is caused by inflation.	4.57	0.428
Because of the current rate of inflation, stakeholders have improved their logistics planning.	4.27	0.728
Due to global trade, raw materials that might not be available domestically are now closer by.	4.08	0.817
Global trade gives access to a skilled labor force, and some countries have cheap labor costs, which entices marketers to source from these countries.	3.61	1.385
When payment is made in the currency of the supplier, exchange rates have an impact on the cost of imported materials.	3.81	1.186
The signing of the contract and the payment are not done simultaneously.	4.55	0.449
Aggregate Score	**4.15**	**0.832**

The findings in Table 4.6 show that participants agreed on how global economic trends affect the vendor benchmarking performance of KAA. This agreement is reflected in the mean and standard deviation scores of 4.15 and 0.832 on the likert scale. The discovery supports the research of Sikuku, Namusonge, and Makokha (2018) which examined the impact of global economic trends on the performance of suppliers in Kenya. The outcomes confirmed a statistically giant fantastic correlation among provider performance and worldwide financial traits.

The survey results suggests that the participants strongly agreed that there has been a significant rise in energy expenses and raw materials used in the production of goods is caused by inflation (M=4.57, SD=0.428) and the signing of the contract and the payment are not done simultaneously (M=4.55, SD=0.449). The results are congruent with a study by Masnita, Triyowati, and Rasyawal (2017) focusing on how operational and market-based performance mediate the impact of economic factors on supplier performance. The results showed that supply chain processes positively influenced supplier performance through operational and market-based measures.

The discovery suggests that the participants were in consensus that; because of the current rate of inflation, stakeholders have improved their logistics planning (M=4.27, SD=0.728), due to global trade, raw materials that might not be available domestically are now closer by (M=4.08, SD=0.817), global trade gives access to a skilled labor force, and some countries have cheap labor costs, which entices marketers to source from these countries (M=3.61, SD=1.385) and when payment is made in the currency of the supplier, exchange rates have an effect on the price of materials brought from abroad (Mean=3.81, Standard Deviation=1.186).

The results align with the practical investigation conducted out in Jakarta by Dedie, Martadisastra, Daryanto, and Endang (2021) which concentrated on the economic elements that affect suppliers' performance. The study's conclusions demonstrated that suppliers and contemporary retailers have a variety of relationships. The way that modern retailers interact with suppliers is likely to be influenced by the level of competition they face, the supply chain strategy they choose, and the market share they achieve.

4.4.4 Cross-border Collaborations

Table 4.7: Cross-border Collaborations

Statements	M	SD
Cross-border collaboration reduces administrative burdens for both parties.	3.90	1.096
Lower procurement costs enhance vendor benchmarking.	4.61	0.386
Joint procurement is more efficient than separate tenders.	4.50	0.499
Procurement agents build supplier trust through cross-border cooperation.	3.64	1.357
Collaborative procurement minimizes duplicate government contracts, saving time.	4.09	0.909
Standardization reduces stock holding and employee training needs.	3.76	1.237
Aggregate Score	**4.08**	**0.914**

The findings in Table 4.7 show that participants agreed on how cross-border collaboration affects KAA's vendor benchmarking performance, with a mean score of 4.08 and strd dev of 0.914 on a Likert scale. The finding agrees with a study on the cooperative model of supply chain theory-based cross-border e-commerce logistics which was carried out by Xie, Wang, and Jiao (2022). The empirical results show that different factors contribute differently to the effectiveness of cross-border e-commerce logistics. Factors such as the existence of cross-border logistics services, the level of information exchange, and the capacity for optimization are important in cross-border logistics and allocate cross-border logistics resources, and the level of openness in the international logistics domain.

The results show that the participants firmly believed that reduced procurement costs due to cross-border collaboration have enhanced vendor benchmarking performance (M=4.61, SD=0.386), and that combining cross-border collaboration with separate tenders has led to more effective processes (M=4.50, SD=0.499). The discovery aligns with Fayos, Calderon, Garcia-Garca, and Derqui's (2022) research on the impact of networking capabilities on the growth of SMEs in international public procurement. The study's findings indicated that the performance of small and medium-sized enterprises (SMEs) in cross-border public procurement is enhanced by supplier relationship management, particularly through supplier segmentation and information flow.

The results suggest that the participants were in agreement; By lowering the number of government agencies looking for procurement contracts for the same or comparable

products, a collaborative procurement helps to save time (M=4.09, SD=0.909), working together across borders lessens the administrative load on both parties and tenderers (M=3.90, SD=1.096), Because of standardization, cross-border cooperation has lessened the need for complete stock holding or employee training (M=3.76, SD=1.237) and Procurement agents have the opportunity to establish themselves as a reliable customer to their suppliers by working together across borders (M=3.64, SD=1.357). The finding agrees with a study that was investigated by O'Connor, Treiblmaier, and Lowry (2020) focusing on the relationship between supplier performance in high-technology supply chains and interorganizational cooperation. The findings provide compelling evidence for the hypothesis that cooperation between international organizations improves a supplier's performance with respect to its main client as well as the market at large.

4.4.5 Benchmarking Performance

Table 4.8: Benchmarking Performance

Statements	M	SD
An efficient strategic sourcing plan is in place.	4.56	0.437
The procurement process complies with all terms and regulations.	4.66	0.340
A fiercely competitive pricing strategy is in place.	4.53	0.470

The findings shown in Table 4.8 demonstrate the respondents' strong agreement; an efficient strategic sourcing plan is in place (M=4.56, SD=0.437), the procurement process complies with all terms and regulations (M=4.66, SD=0.340) and that a fiercely competitive pricing strategy is in place (M=4.53, SD=0.470). According to Willmington, Belardi, Murante, and Vainieri (2022), vendor benchmarking performance is conceptualized as a methodical process that entails assessing a vendor's performance in comparison to predetermined standards and industry norms.

4.5 Results of Diagnostic Tests

4.5.1 Autocorrelation Test

Table 4.9: Autocorrelation Test

Variable	Durbin Watson
Global industry standards	2.150
Global aviation suppliers	1.564
Global economic trends	2.411
Cross-border collaboration	2.284

Based on the outcomes presented in Table 4.9, the Durbin-Watson values varied between 1.564 and 2.284. Garson (2012) states that the Durbin Watson statistics vary from zero to four. Scores that are close to two, namely between 1.5 and 2.5, suggest independent observations. On the other hand, values closer to zero or four indicate more positive or negative autocorrelation, respectively. Therefore, following Garson's (2012) recommendations, it was determined that the residuals of the model do not show any autocorrelation. This allows for the utilization of inferential statistics to analyze the data in the research.

4.5.2 Multicollinearity Test

Table 4.10: Multicollinearity Test

	Collinearity Tests	
Variable	**Tolerance**	**VIF**
Global industry standards	0.521	2.241
Global aviation suppliers	0.667	4.152
Global economic trends	0.804	1.569
Cross-border collaboration	0.458	2.641

The findings from Table 4.10 show that the VIF values for all variables analyzed were below 10. Field (2013) states that if a regression model has a VIF below 10 and a Tolerance above 0.1, it shows the absence of multicollinearity. As a result, it was determined that none of the predictor variables showed signs of multicollinearity as each variable's VIF value was less than 10.

4.5.3 Normality Test

Table 4.11: Normality Test

		Shapiro
Variable	**Statistic**	**Sig.**
Global industry standards	0.771	.541
Global aviation suppliers	0.695	.345
Global economic trends	0.697	.227
Cross-border collaboration	0.521	.336

The findings displayed in Table 4.11 suggest that that the global industry standards, global aviation suppliers, global economic trends and cross-border collaboration had a statistical value of 0.771, 0.695, 0.697 and 0.521 respectively. In addition, the significance value for global industry standards, global aviation suppliers, global

economic trends and cross-border collaboration .541, .345, .227 and .336 respectively which are more than 0.05. Hence, it can be inferred that the data followed a Gaussian distribution.

4.5.4 Linearity Test

Table 4.12: Linearity Test

Variable		Benchmarking performance
Global industry standards	Pearson Correlation	0.771
	Sig. (2-tailed)	0.001
Global aviation suppliers	Pearson Correlation	0.867
	Sig. (2-tailed)	0.000
Global economic trends	Pearson Correlation	0.794
	Sig. (2-tailed)	0.000
Cross-border collaboration	Pearson Correlation	0.765
	Sig. (2-tailed)	0.000

Table 4.12 displays that global industry standards, global aviation suppliers, global economic trends, and cross-border collaboration all had significant Pearson r values ($r=0.771$, $p<0.05$; $r=0.867$, $p<0.005$; $r=0.794$, $p<0.05$; $r=0.765$, $p<0.05$), respectively. This indicates that there was a strong and positive correlation between the variables under examination. Hence, it can be inferred that a direct correlation existed between the variable.

4.6 Multiple Linear Regression Findings

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimatere
1	.896	.767	.755	1.051

The data in Table 4.13 indicate that the adjusted R square value was 0.755 (75.5percent), indicating that the vendor benchmarking performance at Kenya Airport Authority was influenced by global industry standards, global aviation suppliers, global economic trends, and cross-border collaboration. Hence, the remaining 24.5percent represents other factors that were not analyzed. (O'Connor, et al. 2020).

Table 4.14: Analysis of Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	110.254	4	27.564	43.992	.000
	Residual	50.125	80	0.627		
	Total	**160.379**	**84**			

The results displayed in Table 4.14 indicate that the p-value was 0.000, lower than the 0.05 significance level. The findings also show that the F value was 43.992, exceeding the mean square value of 27.564. Meeting these criteria proves the model's importance in assessing the impact of dynamics global sourcing on vendor benchmarking performance at Kenya Airport Authority.

Table 4.15: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.701	.254		2.759	.001
	Global industry standards	.719	.119	.3645	6.042	.000
	Global aviation suppliers	.821	.345	.4051	2.379	.001
	Global economic trends	.674	.228	.1245	2.956	.000
	Cross-border collaboration	.796	.367	.3396	2.169	.000

The results as demonstrated in Table 4.15, holding the global industry standards, global aviation suppliers, global economic trends and cross-border collaboration constant, vendor benchmarking performance at KAA would be at 0.701. In addition, the study revealed when global industry standards, global aviation suppliers, global economic trends and cross-border collaboration by .719, .821, .674 and .796. Thus, the resulting regression equation can be summarized as follows:

Vendor benchmarking performance = 0.701 + 0.719 (global industry standards) + 0.821 (global aviation suppliers) + 0.674 (global economic trends) + 0.796 (Cross-border collaboration).

The research discovered that global industry benchmarks greatly improved vendor performance in benchmarking at KAA, with a notable positive impact (β=0.3645, p=0.000). The finding agrees with Wachiuri (2019) who looked into how industry standards affected how state corporations in Kenya evaluated the performance of their

vendors and showed a fine and considerable correlation among the performance of kingdom organizations and the best dedication, competence, financial viability, and capacity of their suppliers.

The research showed that global aviation suppliers had a significant and positive impact on vendor benchmarking performance at KAA, with a beta value of 0.4051 and a p-value of 0.001. The discovery is consistent with the research conducted by Mwake (2018) on the relationship between supply chain management and vendor benchmarking performance. The findings of the study revealed that the company places a high emphasis on benchmarking its supply chain performance measures across all key areas.

The research found that global economic trends positively impacted vendor benchmarking performance at KAA in a significant way (β=0.1245, p=0.000). The discovery aligns with Fayos, Calderon, Garcia-Garca and Derqui's (2022) study on how networking skills impacted the growth of SMEs in international government contracting. The study results indicated that managing relationships with suppliers enhances the performance of small and medium enterprises (SMEs) in international public procurement, particularly in the areas of supplier categorization and communication.

The research found that working with vendors across borders positively impacted vendor benchmarking performance at KAA, with a significant effect (β=0.3396, p=.000). The finding agrees with a study that was investigated by O'Connor, Treiblmaier, and Lowry (2020) focusing on the relationship between supplier performance in high-technology supply chains and interorganizational cooperation. The findings provide compelling evidence for the hypothesis that cooperation between international organizations improves a supplier's performance with respect to its main client as well as the market at large.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter encompasses the summary of findings, conclusions and recommendations, all of which are derived from the study's variables. Additionally, it offers recommendations for future research endeavors to address the identified gaps.

5.2 Summary of Study

The general objective of this study was to assess dynamics global sourcing and vendor benchmarking performance at Kenya Airport Authority. The dynamics global sourcing was conceptualized in terms of the global industry standards, global aviation suppliers, global economic trends and cross-border collaboration. The research collected original data through a survey. The collected quantitative information was analyzed using descriptive statistics and multiple linear regression analysis method. The outcomes are summarized as follows;

The findings indicate that vendor benchmarking performance at Kenya Airports Authority is significantly influenced by international industry standards, aligning with previous studies on the impact of ISO standards on benchmarking and management controls. Respondents strongly agreed that despite the cost advantages of global sourcing, quality has been maintained through reliable local partnerships and adherence to industry standards, which enhance production capacity. Additionally, global standards have improved production control, expedited market entry, and provided structured solutions for consumer protection, safety, and environmental concerns. These findings are consistent with studies that highlight the role of industry standards in supplier evaluation, emphasizing factors such as ethical work climates, social connections, government policies, and decision-makers' experience in strategic supplier selection. Furthermore, industry standards have been shown to enhance vendor performance evaluation, particularly in state corporations, by ensuring supplier competence, financial stability, and commitment to quality.

Participants strongly agreed on the significant impact of international industry standards on vendor benchmarking performance at Kenya Airports Authority, aligning with prior research on the role of ISO standards in management controls and highlighting the importance of environmental and cultural factors. Despite the cost

benefits of global sourcing, quality has been maintained through reliable local partnerships and effective quality control, in line with studies on supplier evaluation in manufacturing sectors. Global industry standards have also facilitated multi-location manufacturing, which boosts production capacity and enhances supplier competence. Additionally, these standards expedite market entry, improve production control, ensure consumer protection, and drive innovation.

The findings indicate that participants agreed on the significant influence of global economic trends on vendor benchmarking performance at KAA. They acknowledged that inflation has led to rising energy and raw material costs, impacting supplier performance. Additionally, delays in contract signing and payment processing were highlighted as challenges within the supply chain. The results suggest that stakeholders have improved logistics planning in response to inflation, while global trade has facilitated access to raw materials, skilled labor, and lower production costs in some regions. Furthermore, exchange rate fluctuations were noted to affect the pricing of imported materials. These insights align with previous studies that emphasize the relationship between economic factors, supply chain strategies, and supplier performance in competitive markets.

Participants agreed that cross-border collaboration positively influences KAA's vendor benchmarking performance by reducing procurement costs and improving efficiency through combined tenders. Collaboration minimizes administrative burdens, streamlines procurement processes, and saves time by reducing the number of agencies seeking similar contracts. Standardization within cross-border cooperation decreases the need for extensive stock holding and employee training while also strengthening supplier relationships. Additionally, procurement agents can establish themselves as reliable partners by engaging in cross-border collaboration. These insights align with research emphasizing the role of supplier relationship management, networking, and interorganizational cooperation in enhancing supply chain performance.

5.3 Conclusions of the Study

The research concludes that the global industry standards are essential for organizations to verify their suppliers meet quality criteria, minimize the risk of defects and delays, and enhance trust and confidence in their supply chain. These standards also allow organizations to demonstrate their commitment to quality, boost their reputation and

credibility, and attract more customers and opportunities. Furthermore, international industry standards can facilitate communication and collaboration between buyers and suppliers by providing a common language and framework for quality management.

The study concludes that collaborating with renowned suppliers from various countries provides us with the ability to enhance cost efficiency, expedite the time it takes to bring products to market, and enhance the overall quality of our offerings. The inclusion of global aviation suppliers allows the organization to streamline its supply chain and promptly access vital resources. This swift access to skilled individuals, components, and cutting-edge technologies accelerates our product development cycles, ensuring that groundbreaking advancements are introduced at the opportune moment. Moreover, partnering with global aviation suppliers empowers us to engage with suppliers who share our dedication to environmental responsibility. By embracing sustainable practices on a global scale, we contribute to a more environmentally friendly aerospace industry and a brighter future for generations to come.

The study concludes that the organization can utilize the global economic trends to establish practical and attainable objectives, track its advancement, and assess outcomes. Through comprehending the global economic trends, the organization can pinpoint and prioritize areas for enhancement, elevate customer service and contentment, minimize expenses and enhance efficiency, refine quality and dependability, and cultivate a culture of ongoing improvement and innovation. These global economic trends serve as valuable sources of data and information, enabling the organization to benchmark its performance against other organizations or industry standards. This, in turn, provides the organization with both quantitative and qualitative insights, as well as best practices and recommendations.

The research findings indicate that working together across borders brings many advantages, including gaining access to more reliable data and information, cost and risk reduction, increased learning and innovation, and improved relationships and reputation. By partnering with others who face similar situations and challenges, you can obtain more precise comparisons compared to using generic or external data sources. Additionally, sharing resources and expertise within the network can minimize the time, effort, and financial resources required for benchmarking studies. Furthermore, engaging in dialogue and feedback with other organizations can offer

fresh perspectives, insights, and ideas that can enhance performance, processes, and practices. It also fosters a culture of continuous learning and improvement both within your organization and across the network.

5.4 Recommendations of the Study

The study recommends that procurement managers and policymakers at Kenya Airports Authority adopt a structured approach to fully leverage international industry standards in global sourcing. In the short term, they should clearly define and communicate quality requirements, verify supplier ISO 9001 certification, and conduct initial compliance audits. Medium-term actions should focus on developing a standardized supplier selection framework, training procurement staff, and implementing regular performance reviews. In the long term, KAA should institutionalize continuous supplier audits, advocate for policy reforms promoting global sourcing standards, and establish strategic partnerships with international suppliers. This structured approach will enhance procurement efficiency, ensure supplier accountability, and strengthen supply chain resilience.

The study recommends that procurement managers and policymakers at Kenya Airports Authority adopt a structured approach to supplier selection and inventory management to enhance operational efficiency. In the short term, they should evaluate maintenance requirements, identify reliable Maintenance, Repair, and Operations (MRO) suppliers, and negotiate favorable terms to ensure cost-effective procurement. Medium-term actions should focus on continuously monitoring supplier performance to ensure compliance with quality, delivery, and reliability standards while also identifying new suppliers to expand the supplier base and reduce dependency on a few vendors. In the long term, KAA should institutionalize a robust supplier evaluation system, integrate technology-driven inventory management solutions to optimize stock levels, and establish long-term partnerships with strategic suppliers. This structured approach will enhance procurement efficiency, minimize supply chain risks, and ensure uninterrupted aviation operations.

The study recommends that procurement managers and policymakers at Kenya Airports Authority adopt a structured vendor expense benchmarking approach to enhance cost efficiency and supplier performance. In the short term, they should define clear benchmarking objectives, align benchmarks with industry standards, and identify cost

discrepancies among vendors to highlight potential savings. Medium-term actions should focus on engaging vendors in transparent discussions about expenses and performance, implementing cost control measures, and developing standardized procurement policies to enhance vendor alignment. In the long term, KAA should institutionalize continuous vendor expense benchmarking, integrate data analytics for real-time cost monitoring, and establish long-term partnerships with cost-effective and high-performing vendors. This structured approach will optimize procurement costs, improve vendor relationships, and enhance overall operational efficiency.

The study recommends that procurement managers and policymakers at Kenya Airports Authority adopt a structured approach to cross-border collaboration for enhanced vendor benchmarking and procurement efficiency. In the short term, they should define clear objectives, identify key performance indicators, and select strategic partners with similar procurement challenges but no direct competition. Medium-term actions should focus on establishing standardized frameworks for data collection, analysis, and information sharing with partners to ensure effective collaboration. In the long term, KAA should institutionalize cross-border collaboration through policy integration, continuous monitoring of implemented improvements, and leveraging international best practices to enhance procurement strategies. This structured approach will optimize vendor benchmarking, improve procurement decision-making, and enhance overall operational efficiency.

5.5 Suggestion for Further Study

The findings of the regression model show that a 24.5 percent gap is attributed to unexamined global outsourcing variables. Hence, it is necessary to conduct further research that takes into account these additional variables. Also, there is need for another similar study to be done that focus on vendor benchmarking performance in other government parastatals.

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APPENDICES

Appendix l: Cover Letter

Re; Participation in Research

At the moment, I am conducting an academic research project titled 'dynamics global sourcing and vendor benchmarking performance at Kenya Airport Authority'. The findings from this study will serve as a foundation for developing strategies to improve the procurement and supply chain management processes within the organization.

Rest assured that your responses will be kept confidential and will solely be used for the purpose of this research. Please carefully read each question and provide your answers accordingly.

Appendix II: Questionnaire

Please use your knowledge and experience to best respond to the statements below.

Section A: Demographic Data

Gender	Male	Female
Period in employment	Below 3	4 to 8
	9 to 14	15 or more
Age	Below 27	28 to 38
	39 to 48	49 or more
Educational status	Post graduate	First degree
	Diploma	Advanced diploma
Any professional certificate?	Yes	No

Section B: Dynamics global sourcing

1-Strongly Disagree	2-Disagreeing	3-Undecided	4-Agreeing	5-Strongly agreeing

Global industry standards	**1**	**2**	**3**	**4**	**5**
Robust network reliable local partners has been established, enabling them to guarantee that all aspects of quality control have been addressed.					
Despite dynamics global sourcing 's lower costs, quality has never been compromised.					
Global industry standards allow for multiple locations to be used for product manufacturing, thereby increasing production capacity.					
Global industry standards have shortened the time it takes to bring goods to market and improved production control.					

Industry standards help to anchor solutions on the market more quickly and act as a catalyst for innovations.					
Standards offer acknowledged solutions for the protection of consumers, health, safety, and the environment by defining quality and minimum requirements.					
Global Aviation suppliers	**1**	**2**	**3**	**4**	**5**
Due to the rigorous enforcement of airport safety restrictions on cargo, air transportation carries a high level of security.					
There are affordable options for shipping perishable goods as well as convenient, dependable, and quick transportation services.					
Tightly managed airport security also reduces loss and theft of cargo.					
There is a high level of security and little chance of theft or damage to property.					
No products lost or delivery dates postponed from other countries are experienced.					
The goods that are purchased overseas are delivered quickly.					
Global economic trends	**1**	**2**	**3**	**4**	**5**
The general increase in the cost of energy and raw materials used in the production of goods is caused by inflation.					
Because of the current rate of inflation, stakeholders have improved their logistics planning.					
Due to global trade, raw materials that might not be available domestically are now closer by.					
Global trade gives access to a skilled labor force, and some countries have cheap labor costs, which entices marketers to source from these countries.					
When payment is made in the currency of the supplier, exchange rates have an impact on the cost of imported materials.					
The signing of the contract and the payment are not done simultaneously.					
Cross-border collaboration	**1**	**2**	**3**	**4**	**5**

Working together across borders lessens the administrative load on both parties and tenderers.					
Lower procurement costs as a result of cross-border cooperation have improved vendor benchmarking performance.					
Comparing cross-border cooperation to separate tenders has produced more efficient processes.					
Procurement agents have the opportunity to establish themselves as a reliable customer to their suppliers by working together across borders.					
By lowering the number of government agencies looking for procurement contracts for the same or comparable products, a collaborative procurement helps to save time.					
Because of standardization, cross-border cooperation has lessened the need for complete stock holding or employee training.					
Vendor benchmarking performance	**1**	**2**	**3**	**4**	**5**
An efficient strategic sourcing plan is in place.					
The procurement process complies with all terms and regulations.					
A fiercely competitive pricing strategy is in place.					

Appendix III: Research 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: 23rd May, 2024

TO: Lucy Kaswili Mbithi
C/o Management Science Dept.

REF: D53/OL/CTY/20299/2022

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 15th May; 2024 approved your Research Project Proposal for the M.B.A Degree Entitled, **"Global Sourcing and Vendor Benchmarking Performance at Kenya Airport Authority."**

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

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

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, Management Science Department.

Supervisors:

1. Dr. Lydia Gachengo
C/o Department of Management Science
Kenyatta University

AM/mo

Appendix IV: 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/OL/CTY/20299/2022

DATE: 23rd May, 2024

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

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR LUCY KASWILI MBITHI – REG. NO. D53/OL/CTY/20299/2022

I write to introduce **Lucy Kaswili Mbithi** who is a Postgraduate Student of this University. He is registered for M.BA degree programme in the **Department of Management Science.**

Lucy intends to conduct research for a M.BA Project Proposal entitled, **"Global Sourcing and Vendor Benchmarking Performance at Kenya Airport Authority."**

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHIBA KIMANI
EXECUTIVE DEAN, GRADUATE SCHOOL

AM/mo

Appendix V: NACOSTI Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 486563

Date of Issue: 11/June/2024

RESEARCH LICENSE

This is to Certify that Miss.. LUCY KASWILI MBITHI of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in on the topic: GLOBAL SOURCING AND VENDOR BENCHMARKING PERFORMANCE AT KENYA AIRPORT AUTHORITY for the period ending : 11/June/2025.

License No: NACOSTI/P/24/36668

486563

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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See overleaf for conditions