A SURVEY OF PROJECT MANAGEMENT TECHNIQUES IN RETAIL OUTLET DEVELOPMENT AT THE WESTGATE CENTRE

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DECLARATION

This is my original work and has not been presented for a degree in any other university.

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Nyamwange S O

DEDICATION

This project is dedicated to my mum and dad who believed in the usefulness of education in my upbringing. God bless you.

ACKNOWLEDGEMENTS

Special thanks go to my teachers who have been extremely patient during the duration of this project. I say thank you to you.

ABSTRACT

This study surveyed the use of project management techniques in the retail outlets development in Kenya. The study was done in the new Westgate Shopping mall in Westlands Nairobi.

Primary data was collected using questionnaires. Data was analyzed through a combination of both descriptive and inferential statistics. To facilitate data collection drop-and-pick later method was largely employed, but where possible, personal interviews were used. The first study objective was to establish the extent of using project management techniques, thus various techniques identified from literature were listed for the respondents to gauge appropriately. Respondents were required to use a Likert scale to rank the various purposes. The second objective was to establish the benefits that accrue as a result of project management adoption by retailers. Various project management aspects were listed, and the respondents indicated their importance on a Likert scale

The study found out that most tenants were aware of some of the project management techniques. This was due to their long years experience in the development of retail outlets. However, not all techniques were understood by the tenants. The study further revealed that there was need for a concerted effort to train most retail outlet practitioners in project management techniques. This is because there are benefits that result from the use of these techniques.

The study revealed the use of project management techniques in retail outlets development. Project Management techniques are used by retail store owners and managers to plan the establishment of new retail outlets to a great extent. All retailers should adopt these techniques to save enormous resources that are wasted when projects fail.

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PART ONE: INTRODUCTION

1.1. Background

After world war two, the need to rebuild cities and industries devastated by the war assumed special significance. A new system of management came into existence to complete the task in scheduled time and budgeted cost with specific performance. This system was designated as Project Management (Bhandari et al., 2000).

Contemporary thinking identifies projects as essential components of enterprise strategy. Projects are one important kind of organizational work because they create change. Because projects cause change, good organisations explicitly align their projects with the investment policies and intention of management (Rosenau et al., 2005).

(Kerzener, 2001) identified eight dimensions for defining successful projects. This included completion within the allocated time period and budgeted cost, specification level, acceptance by customers/user/stakeholders, when you use the customers name as reference, with minimum or mutually agreed upon scope changes without disturbing the main workflow of the organisation and without changing the corporate culture. (Torp et al., 2004) found that project organisation, contract management, project planning and controlling and stakeholder management to be highly associated with critical success factors for project performance.

(Dvir et al., 2003) contended that success is more than achievement of planned time, cost and performance goals. They argued that these variables may be met but the projects turn out to be complete failures because they fail to produce actual benefits to the customer or adequate revenue and profit for the performing organisation. However, they found a significant positive relationship between the amount of effort invested in defining goals of the project (planning) and the functional requirement and technical specifications of the project on one hand and project success on the other hand, especially in the eyes of the end user.

In this new millennium, project management appears to be ideally positioned to meet many of the challenges confronting business enterprises in the retail industry The store

design is a product that one presents to customers. Customers judge a store by how it looks. The better designed store often invokes a sense of quality and aspiration in the mind of a customer (Gray et al., 2005).

1.1.1 Project Management Techniques

A project is an activity which has finite and fairly well defined scope, life span, budgetary cost and specific quality parameters. The project is a non routine, non repetitive and one- off undertaking with discrete time, cost and technical goals as a single set of objective and achieving them involves a lot of coordination and interface relations (Bhandari and Roy, 2000).

A project follows a definite pattern commonly referred to as a project cycle. The cycle has stages namely, project idea and proposal (project conception), identification, preparation, appraisal, selection, negotiation and financing, planning for implementation, Implementing, participatory reporting, on-going evaluation and feedback and finally, terminal evaluation (UNCRD, 2000).

According to (Rosenau et al., 2000), Project Management requires many different managerial activities or skills. These are, defining the project, planning, leading, controlling and completing the same.

When an activity is identified as a project within the scope of characteristics of cost, time and executed with project management techniques, involving planning, scheduling, monitoring, and controls to accomplish the set goal, it is referred to as project approach to managing activity and can appropriately be called management by project (Bhandari et al., 2000).

Project Management techniques describe the ways that we gather information, communicate, and generally get things done in the most efficient and effective way. The techniques include Need Analysis, Scope of Work, Team building, Goal setting, Activity Analysis, Gap Analysis, Risk Analysis, Activity Profiling, Benchmarking, Cycle Time Analysis, Benefit Estimation, Cost Benefit Analysis, Business Change Analysis, Content Analysis, Context Analysis, Dependency Analysis, Cost Estimation, Critical Path

Analysis, Information Need Analysis, Work Flow Diagramming, Brainstorming, Information Mapping, Activity Based Costing, Facilitation, Benefit Estimation, Customer Need Analysis, Customer Satisfier Analysis, Customer Value Stream Interaction Analysis and Voice of the Customer (Bhandari et al., 2000).

1.1.2 Retailing

Retailing consists of the sale of goods or merchandise from a fixed location, such as a department store or kiosk or by post, in small or individual lots for direct consumption by the purchaser. Shops may be on residential streets, shopping streets with few or no houses, or in a shopping center or mall, but are mostly found in the central business district (Byoungho et al., 2003).

Retailing may include subordinated services, such as delivery. Purchasers may be individuals or businesses. In commerce, a retailer buys goods or products in large quantities from manufacturers or importers, either directly or through a wholesaler, and then sells smaller quantities to the end-user. Retail establishments are often called shops or stores. Retailers are at the end of the supply chain (Byoungho et al., 2003).

Retailing is one of the most diverse and dynamic sectors within advanced capitalist societies offering a seemingly ever- increasing range of goods and services to consumers. Within such societies retail provision has become increasingly concentrated and the number of small independent retailers has continued to decline as the retail market place has become increasingly dominated by a relatively small number of large retailers who have aggressively pursued strategies to increase within their sales, their market share and their profits (Byoungho et al, 2003).

1.1.3 Project Management and Retail Outlet Development

The methods used in the development and calibration of location models for commercial spaces and sales forecast are multiple, varying from simple forecast analogy models to very complex spatial interactions models, which may incorporate dependence models in a gravitational or logit structure and many exploratory models (Mendes and Themido, 2004). One method, the project management approach conceptualizes and provides a

nucleus around which necessary management resources are built to carry out an activity with systemized planning, scheduling, executing, coordinating, monitoring and control for accomplishing set objectives (Bhandari et al., 2000).

Project Managing the development of a retail outlet to a greater extent is concerned about branding the store. In branding we look at the design, which is concerned with the environments in which people shop: it is a means of communicating a message to people, and "good design", must be comprehensive and co-coordinated approach to everything the shopper sees (Mitchell, 1986).

The design of the physical environment is a significant antecedent of the shopping experience in the retail industry (Jones, 1999). The successful design of the physical environment including layout, music and merchandising provides sensory stimulation (Block et al., 1991) and enhances the perception of service quality (Vasquez et al., 2000). Arising from this issue, project managers, planners and researchers are devoting increasing resources to design and management of design of the stores.

1.1.4 Westgate Stores

Shopping mall retailing in Kenya has expanded rapidly since the first shopping mall. The Sarit Centre, opened its doors in 1983. This was partly due to liberisation of Kenya retail industry. The liberalization of the retail sector promoted inroads for multinational retailers to operate businesses in Kenya and led to the popularization of shopping malls for consumers who sought "all under one roof" shopping concepts (Nabiliki, 2008).

The Westgate Centre is a 350,000 square foot shopping centre, on Mwanzi road, off Ring Road Westland's that opened in November 2006. This world class shopping centre is very different from the rest in that the landlord adopted project management skills in its construction. Prospective tenants were required to adopt some aspect of store planning in their bids for the retail spaces. The centre is different from others like Sarit Centre and Yaya Centre in the planned spaces and shops/stores which are well lit, wide enough corridors, and colors that are appealing to the customer (Nabiliki, 2008).

Preliminary studies show that the Westgate centre is the only mall in Kenya, where the project management approach was practiced from the onset. Prospective tenants were consulted on their specific needs. These studies show that the landlord approached selected retailers and got specifications like the area/space suitable, the positioning of the outlets, the kind of interior finishes desired and of great importance a proposed date for opening their outlet. The results was a centre which was built within the specified period of time- a record eight months, well defined shopping outlets which are a delight to customers and which will stand the test of time.

1.2 Statement of the problem

Project Management is no longer a special need management. It is rapidly becoming a standard way of doing business. Many firms are devoting an increasing percentage of their efforts to defined projects (Clifford et al., 2005). This study intends to determine Project Management tools and techniques that have since become essential in any business venture starting from product development, design, production line extension and retail outlet development.

A number of studies have been done with regard to project management and related themes. According to (Bhandari et al., 2000), the implementation of public sector projects in the sixties and seventies was characterized by time overruns (TOR) and cost over runs (COR). They note that when a project is delayed, costs increase profitability decreases which in turn retard national progress and inflation occurs. A project should be executed with determination. Other studies include that of (Kagiri, 2005) which focused on the time and cost overruns in the power projects in Kenya and attributed project failure to factors ranging from delayed payments to contractors, clients cash flow problems, bureaucracy in government agencies and inadequate planning by the technical people. Lastly, (Isensi, 2006) recommends for further study of other projects other than building projects.

Although a number of studies have been done on Project management techniques, none has focused on the retail sector in Kenya. This study sought to establish the extent to

which Westgate Centre stores used the project management techniques in their retail outlets development.

1.3 Objectives of the Study

The objectives of this study were to;

i. Establish the extent to which Westgate Center's stores used project management techniques in their retail outlet development.

ii. Establish the benefits to the retailer that may have accrued from the use of project management approach in the development of a retail outlet.

1.4 Significance of the Study

Preliminary studies show that the retail sector is very fragmented with many retail outlets operating in the country and only about 2.5% of them being larger than 500square feet in size. However, from the year 2002, changes in the country's economic fundamentals have driven the growth of the retail sector. Global retailers and suppliers worldwide are willing to partner with Kenyan retailers.

The factors expected to drive the growth in the retail industry in the near future include, Demography dynamics: approximately 70% of the Kenyan population is below 30 years of age; Double incomes: Increasing instances of double incomes in most families coupled with the rise in spending power; Plastic revolution: Increased use of credit cards for categories relating to apparel, consumer durable goods and grocery; Urbanisation: Increased urbanisation has led to higher customer density areas, thus enabling retailers to use lesser number of stores to target the same number of customers. The growth will lead to the creation of many employment opportunities in this country. It will also lead to the growth of infrastructure which is important in the development of this country It thus follows that such growth is attached to the growth of the project management techniques as such techniques will play an important role in the development of the retail areas (Cygnus Research, 2007).

Project Management is a relatively new concept in the Kenya retail industry. If adopted successfully, it will help retailers to successfully set up their retail outlets .The findings of this study will be an eye opener to the practitioners in this industry in the following manner.

i. **Academics & Researchers**

Much of the growth in project management in the last two decades has been among knowledge workers. This is from published project plans, specifications and reports. The report on the use of project management techniques at the Westgate Centre will go a long way to increasing knowledge in this field.

ii. **Retail Industry in Kenya**

The findings of this study will be an eye opener to the retail industry. Existing retailers and those who intend to join the industry need to see and appreciate the importance of project management in setting up their retail premises. This is the only way for them to cost effectively set up and win their customers.

iii. **Westgate Retail Stores**

The report will be an important confirmation for most of the Westgate store establishment who will learn that project success does not just happen; it comes from people using common sense tools that are suited to the special nature of projects and applied in an orgnanisational environment that accepts discipline and rigor.

PART TWO: LITERATURE REVIEW

2.1 The Concept of Project Management

Projects are a kind of work that is temporary, unique and progressively elaborated. It is a temporary work effort that produces a unique result. Accordingly, a project is a discipline that includes a specific body of knowledge as well as a specialized set of tools. Projects success does not just happen; it comes from people using common sense tools that are suited for the special nature of projects and applied in an organizational environment that accepts discipline and rigor (Rosenau et al., 2005).

Project management is the application of knowledge skills, tools and techniques to projects activities in order to meet stakeholder needs and expectations from a project (Kerzener, 2001; Duncan, 1996). The chief aim of project management is project success, with reference to time, cost and quality. It is an integrated multi disciplinary function aimed at achieving success through proper planning, organizing, execution and control (Kerzener, 2001).

Ireland (1985) described project management as a separate procurement method when a project manager is appointed as the person responsible for managing the design and construction phases.

The main characteristics of a project are; identified scope. Tailor made multidimensional activity. A project has a definite time schedule- a specific start and end point. It also has a specific budget and well defined quality parameters. In a project, we expect interface relations with internal and external agencies coupled with a lot of interrelated activities- inter-disciplinary integration. Within the project are many roles- Individuals, Owners, consultants, Contractors, Suppliers, Financial institutions, Government and statutory agencies. This is in addition to multiple participants- With multiple responsibility centers (Bhandari et al., 2000).

According to Bhandari et al (2000) it is a common thinking that the project is associated with long duration and high cost and complex activities. But this is not necessary, as any activity, big or small, which can be brought under the ambit of basic definition and

parameter of scope, time and cost can be identified as a project. They add that each project is unique, has special features and specific problems to be addressed and dealt with distinctively.

Others see project management as a discipline; (Rosenau et al., 2005) define project management as a discipline, a word that has semantic roots in the ideas of teaching and learning. As an individual and organizational competency, project management discipline involves leadership from individuals who have the personal backbone to with stand the criticism of undisciplined, impatient people. It requires an organizational commitment to investing sufficient up- front time and to involving other people, recognizing that different points of view result in more creative, optimal outcomes.

2.2 Project Management Techniques

These describe ways and processes that are used to accomplish a project.

2.2.1 Critical Path Analysis

The Critical Path Method, abbreviated CPM, or critical path analysis, is a mathematically based algorithm for scheduling a set of project activities. It is an important tool for effective project management. It was developed in the 1950s by the US Navy when trying to better organise the building of submarines and later, especially, when building nuclear submarines. Today, it is commonly used with all forms of projects, including construction, software development, research projects, and product development, engineering, and plant maintenance, among others. Any project with interdependent activities can apply this method of scheduling (Youker and Puri, 2005).

The essential technique for using CPM is to construct a model of the project that includes the following: A list of all activities required completing the project (also known as Work breakdown structure), The time (duration) that each activity will take to completion, and the dependencies between the activities (Youker and Puri, 2005).

Using these values, CPM calculates the longest path of planned activities to the end of the project, and the earliest and latest that each activity can start and finish without making the project longer. This process determines which activities are "critical" (That is, on the

longest path) and which have "total float" (Can be delayed without making the project longer). In project management, a critical path is the sequence of project network activities which add up to the longest overall duration. This determines the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (That is, there is no float on the critical path). A project can have several, parallel, near critical paths. An additional parallel path through the network with the total durations shorter than the critical path is called a sub-critical or non-critical path (Youker and Puri, 2005).

These results allow managers to prioritize activities for the effective management of project completion, and to shorten the planned critical path of a project by pruning critical path activities, by "fast tracking" (Performing more activities in parallel), and/or by "crashing the critical path" (Shortening the durations of critical path activities by adding resources). Originally, the critical path method considered only logical dependencies between terminal elements. Since then, it has been expanded to allow for the inclusion of resources related to each activity, through processes called "activity-based resource assignments" and "resource leveling". A resource-leveled schedule may include delays due to resource bottlenecks (Unavailability of a resource at the required time), and may cause a previously shorter path to become the longest or "resource critical" path. A related concept is called the critical chain, which attempts to protect activity and project durations from unforeseen delays due to resource constraints (Lewis et al., 2002).

Since project schedules change on a regular basis, CPM allows continuous monitoring of the schedule, allows the project manager to track the critical activities, and alerts the project manager to the possibility that non-critical activities may be delayed beyond their total float, thus creating a new critical path and delaying project completion. In addition, the method can easily incorporate the concepts of stochastic predictions, using the Program Evaluation and Review Technique (PERT) and event chain methodology (Heerkens et al., 2001; Gary 2001).

A schedule generated using critical path techniques often is not realized precisely, as estimations are used to calculate times: if one mistake is made, the results of the analysis

may change. This could cause an upset in the implementation of a project if the estimates are blindly believed, and if changes are not addressed promptly. However, the structure of critical path analysis is such that the variance from the original schedule caused by any change can be measured, and its impact either ameliorated or adjusted for. Indeed, an important element of project postmortem analysis is the As Built Critical Path (ABCP), which analyzes the specific causes and impacts of changes between the planned schedule and eventual schedule as actually implemented (Project Management Institute, 2003).

2.2.2 Activity Based Costing

An accounting technique, which identifies all costs associated with individual activities comprising a project or process, irrespective of its place within an organizational structure. It is a cost accounting methodology that assigns costs to cost objects (products, functions, and projects) based on their use of resources. It attempts to precisely allocate overhead based on the real factors that create costs (Chandra, (2002).

ABC assigns product costs, based on the activities that are required to produce a product. By identifying the product's cost drivers and its corresponding activities, this technique also allows for identification of non-value-adding activities and opportunities for cost reductions through reengineering or redesign (Chandra, 2002).

2.2.3 Raci Matrix

RACI matrix is used to describe the roles and responsibilities of various teams or people in delivering a project or operating a process. It is especially useful in clarifying roles and responsibilities in cross-functional/departmental projects and processes (Chandra, 2002).

The RACI diagram splits tasks into four participatory responsibility types, which are then assigned to different roles in the project or process. These responsibilities types make up the acronym RACI. Responsible - Those who do work to achieve the task. There can be multiple resources responsible. Accountable - (Also Approver) the resource ultimately answerable for the correct and thorough completion of the task. There must be only one. Consulted - Those whose opinions are sought. Informed - Those who are kept up-to-date on progress (Chandra, 2002).

Very often the role specified as "accountable" is also specified "responsible." Outside of this exception, it is generally recommended that each role in the project or process for each task receive at most one of the participatory role types. Although some companies and organizations do allow, for example, double participatory types, this generally implies that the roles have not yet been truly resolved and so impedes the value of the RACI approach in clarifying each role on each task (Chandra, 2002).

2.2.4 Benchmarking

Benchmarking determines where the enterprise is in relation to performing activities with best of breed or world class companies. It measures the performance or degree of success that has been realized in comparison to other companies for a given activity, value stream, or other factor of interest. Effective management of projects is becoming increasingly important for any type of organisation to remain competitive in today's dynamic business environment due to pressure of globalization. The use of benchmarking is widening as a technique for supporting project management. Benchmarking can be described as the search for the best practices, leading to the superior performance of an organisation. However, effectiveness of benchmarking depends on the use of tools for collecting and analysing information and deriving subsequent improvements.

2.2.5 Content Analysis

This is a technique used to check that a project is in line with the organisations vision. After vision information is collected, the vision is assessed, and a report is presented back to key stakeholders to determine required actions (Ole Holsti, 1969) offers a broad definition of content analysis as, "any technique for making inferences by objectively and systematically identifying specified characteristics of messages." Kimberly (2002) defines content analysis as summarizing, quantitative analysis of messages that relies on the scientific method (including attention to objectivity-inter subjectivity, a priori design, reliability, validity, generalizability, replicability, and hypothesis testing) and is not limited as to the types of variables that may be measured or the context in which the messages are created or presented.

2.2.6 Cost Benefit Analysis

Cost-benefit analysis is a term that refers both to a formal discipline used to help appraise, or assess, the case for a project or proposal, which itself is a process known as project appraisal. It is also an informal approach to making decisions of any kind (Ascott, 2006; cited by Mendes and Themido, 2004).

Under both definitions the process involves, whether explicitly or implicitly, weighing the total expected costs against the total expected benefits of one or more actions in order to choose the best or most profitable option. The formal process is often referred to as CBA, or Cost-Benefit analysis in the United States (Ascott, 2006)

Cost Benefit Analysis is typically used by organisations to evaluate the desirability of a given intervention in markets. The aim is to gauge the efficiency of the intervention relative to the status quo. The costs and benefits of the impacts of an intervention are evaluated in terms of the public's willingness to pay for them (benefits) or willingness to pay to avoid them (costs). Inputs are typically measured in terms of opportunity costs - the value in their best alternative use. The guiding principle is to list all of the parties affected by an intervention, and place a monetary value of the effect it has on their welfare as it would be valued by them (Ascott, 2006; cited by Mendes and Themido, 2004).

The process involves monetary value of initial and ongoing expenses versus expected return. Constructing plausible measures of the costs and benefits of specific actions is often very difficult. In practice, analysts try to estimate costs and benefits either by using survey methods or by drawing inferences from market behaviour. Cost-benefit analysis attempts to put all relevant costs and benefits on a common temporal footing. A discount rate is chosen, which is then used to compute all relevant future costs and benefits in present-value terms. Most commonly, the discount rate used for present-value calculations is an interest rate taken from financial markets (Frank, 2000; cited by Chandra, 2002).

During cost-benefit analysis, monetary values may also be assigned to less tangible effects such as the various risks which could contribute to partial or total project failure;

loss of reputation, market penetration and long-term enterprise strategy alignments (Frank, 2000; cited by Chandra, 2002).

Cost-benefit calculations typically involve using time value of money formula. This is usually done by converting the future expected streams of costs and benefits to a present value amount. Cost-benefit analysis is mainly, but not exclusively, used to assess the value for money of very large private and public sector projects. This is because such projects tend to include costs and benefits that are less amenable to being expressed in financial or monetary terms (e.g. environmental damage), as well as those that can be expressed in monetary terms. Private sector organisations tend to make much more use of other project appraisal techniques, such as rate of return, where feasible (Sukhamoy, 1987; cited by Youker and Puri 2005).

The practice of cost-benefit analysis differs between countries and between sectors (e.g. transport, health) within countries. Some of the main differences include the types of impacts that are included as costs and benefits within appraisals, the extent to which impacts are expressed in monetary terms and differences in discount rate between countries (Sukhamoy, 1987; cited by Youker and Puri 2005).

2.2.7 Participatory Impact Pathways Analysis

People act on the basis of their understanding of how the world works -their "theories of action" Argyris et al., (1974). This applies to projects and programmes as well. If you can improve a program's theory you can improve how people implement it. Participatory Impact Pathways Analysis is an approach in which the participants including project staff, key stakeholders and the ultimate beneficiaries together co-construct their program theory. This theory describes plausible impact pathways by which project outputs are used by others to achieve a chain of outcomes leading to a contribution to eventual impact on social, environmental or economic conditions. Impact pathways are a type of logic model that is, they constitute a model that describes the logic of what the project will do, is doing, or what it did.

Participatory Impact Pathways Analysis (PIPA) was first used in a workshop in January 2006 in Ghana. PIPA helps project stakeholders surface, discuss and write down their

assumptions and theories about how their project activities and outputs could eventually contribute to desired goals of the project. The description of these assumptions and theories is a description of the projects (or program's) impact pathways. PIPA has helped stakeholders with the following: Clarify and communicate their own project's logic of intervention and its potential for achieving impact; understand other projects and identify areas for collaboration; generate a feeling of common purpose and better programmatic integration; Produce an impact narrative describing the project's intervention logic and Produce a framework for subsequent monitoring and evaluation (Chandra, 2002).

2.2.8 Risk Analysis

A technique used to identify and assess all major factors that may jeopardize the success of a project or achieving a goal. This technique also helps define preventive measures to reduce the probability of these factors from occurring and identify reactive measures to successfully deal with these constraints, when they start to develop. A good planning phase for a project includes many things like time analysis and assignments of the tasks. Among them it also includes a risk analysis, which consists primarily of a collective brain storming involving all project team. It is recommended to be done after the plan has been elaborated (Chandra, 2002).

During the risk analysis focus must not only be on the technical risk because many times risks come up from places that you expect the less, like organization, team problems, partnership problems. Everything that one does is connected to people, and people can be wrong sometimes. It typically results in a plan of action to avoid the risks or minimize their consequences. Establish a risk management process. Ensure that projects have an adequate level of risk planning. Anticipate risk events and provide mitigation strategies for those events. One must do this even for short and easy projects because problems can show up anywhere (Shenhar, 2003; cited by Youker and Puri, 2005).

Every step of the way one must keep in mind that there are two types of risk that can affect your project: firstly, the risks that one knows about and secondly the risks that one is not aware of. And your task is to ensure that the risks you are of are much more than the ones that are not known. The key to manage risks is to build contingency plans for

risks that one is aware of and to build enough time into the project schedule to mitigate risks that one is not aware of (Shenhar, 2003; cited by Youker and Puri, 2005).

2.2.9 Team Building

The process of influencing a group of diverse individuals, each with their own goals, needs, and perspectives, to work together effectively for the benefit of a project such that their team will accomplish more than the sum of their individual efforts could otherwise achieve. According to Shenhar (2003) cited by (Youker and Puri, 2005) one of the most important steps of a project is to carefully choose the team. This is not an easy job to do, because it requires a lot of objectivity and one must keep in mind the goal of the project and not the sympathy for certain persons. Before choosing the team one must think of the kind of specialists that are needed exactly and this is the main thing you must consider when you choose the members: their specialty and your need for it.

Most of the times, having to choose a team means forgetting about sympathies and friendship and doing the right thing for the sake of the project. And because team building means more than just choosing a team, and also growing it and educating it, this also represents forgetting about oneself sometimes, especially when one is the Project Manager or the responsible person for the success of the project. The qualities needed for every project are patience, involvement, openness to suggestions and indications, pleasure and easiness for team working; but besides these there are also others to keep in mind and that regard strictly the type of project you're working on (Shenhar, 2003).

It's good to remember that team building means a lot of team coordination, a lot of suggestions and indications to give and a lot of questions to be asked. And this is something that takes place starting with the beginning, when one chooses the people, and ending with the reach of the goal, when you finally take a break and celebrate (Shenhar 2003; cited by Youker and Puri, 2005).

Team building means talking, discussing, asking and answering, being ready for brainstorming or for working more than usual, listening and asking for suggestions, respecting and following the indications received, keeping the moral as high as possible and motivating the people when needed. All these are team works so, basically, team

building does not only regard only the project manager' tasks, but the whole team' (Shenhar, 2003; cited by Youker and Puri, 2005).

2.2.10 Work flow diagram

A graphic technique used to document how activities are performed. As such, work flow diagrams show how an enterprise organizes work. These diagrams can be created at various levels of detail to meet specific project objectives. For example, work flow diagramming can assist a team to understand and scope a process for redesign at a contextual level or can assist a reengineering team to specify detailed work steps in order to perform an analysis of cycle time model (Mango, 2008).

Many companies assume that defining a workflow of how work should be done on a typical project is the same as a project schedule. All one has to do, presumably, is to take the workflow and use it as a network diagram. Since some of these workflows come already loaded with duration and resource estimates, this was supposed to make them even easier to translate into a workable schedule. In reality, this cannot be farther from the truth. A workflow is a way to model processes. These processes are interrelated activities undertaken to achieve a desired outcome. It is true that on a project, the project team uses a group of processes, integrated together, to meet the project requirements. However, this does not make the move from a process to a network diagram or project schedule a completely seamless and automatic transition. There are in fact many things to take into consideration before such a transition can be possible (Mango, 2008).

2.2.11Need Analysis

Need Analysis is the process of identifying and evaluating needs. The identification of needs is a process of describing "problems" and possible solutions to these problems. A need can be described as, a gap between "what is" and "what should be" (Witkin et al., 1995), a gap between real and ideal that is both acknowledged by community values and potentially amenable to change (Reviere, 1996) may be different from such related concepts as wants ("something people are willing to pay for") or demands ("something people are willing to march for") (McKillip, 1987).

Need analysis focuses on the future, or what should be done, rather that on what was done as is the focus of most program evaluations. The first step in needs analysis is to identify the audience and purposes for the analysis. Second, you fully describe the target population and service environment. Altschuld et al (2000) point out three levels of target groups and their respective needs: Level 1 (Primary) targets are the direct recipients of the services; Level 2 (Secondary) targets include the individuals or groups who deliver the services; and Level 3 (Tertiary) involves the resources and inputs into the solutions (e.g., buildings, salaries, facilities, etc.). These researchers emphasize that the focus of the need analysis should be on Level 1 because that is the reason for the existence of levels 2 and 3, not the other way around.

The third step is need identification where descriptions of the problems (beyond the general level noted in step 1) and possible solutions are generated. This is where one illustrates the gaps between expected/ideal and actual outcomes. One may want to gather information from more than one level of target, although you should focus on the primary targets. Include a description of the expected outcomes of the various solutions and, if possible, the estimated costs of each possible solution.

The fourth step is called needs assessment by McKillip (1998). This is the time to evaluate the identified needs. Which are the most important? Is there consistent agreement across levels of target groups about the relevance and importance of the needs? Finally, one communicates the results to the audience identified in the first step.

The most serious conceptual flaws in needs assessment research involve problems with sampling, failing to gather the right information to measure the desired components of need, and using methods inappropriate to justify the conclusions. These weaknesses reflect a basic failure to develop a conceptually coherent, logical, and well-integrated plan for conducting the needs assessment (Reviere et al., 1996). Other common problems according to (Soriano, 1995; Witkin, 1995) include the following: Missing primary target population (e.g., not asking clients of services, holding meetings at inconvenient times/locations), confounding means (solution strategies) with ends (outcomes) or needs with wishes (wants), using only one method for gathering information, assuming levels of need are similar across levels of target groups and

failing to set priorities based on collected data.

2.2.12 Goal Setting

People are motivated to work towards and achieve goals. Goal-setting is an important motivational process. Goals enhance performance by clarifying what type and level of performance is expected or required. Achieving a goal leads to feelings of competence and success. Falling short of a goal creates dissatisfaction, so we are motivated to work hard to avoid failure. Goal commitment is enhanced when: goals are public, when goals are self-set, when individuals have an internal locus of control. Self-efficacy enhances goal-directed performance (Soriano, 1995; Witkin, 1995).

2.2.13 Scope of Work

Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. Project scope management is primarily concerned with defining and controlling what is and is not included in the project. Aspects of project scope of work include, Scope planning which is creating a project scope management plan that documents how the project scope will be defined, verified, controlled, and how the work breakdown structure (WBS) will be created and defined. Scope Definition which is developing a detailed project scope statement as the basis for future project decisions, Create WBS– Subdividing the major project deliverables and project work into smaller, more manageable components. Scope Verification, which is to formalize acceptance of the completed project deliverables. Scope Control which is defining and controlling changes to the project scope (Soriano,1995; Witkin, 1995).

These processes interact with each other and with processes in the other knowledge areas as well. Each process can involve effort from one or more persons or groups of persons, based on the needs of the project. Each process occurs at least once in every project and occurs in one or more project phases, if the project is divided into phases. Although the processes are presented here as discrete components with well-defined interfaces, in practice they can overlap and interact in ways not detailed here (Soriano, 1995; Witkin, 1995).

2.2.14 Return on Investment

A performance measure used to evaluate the efficiency of an investment or to compare efficiency of a number of different investments. To calculate ROI, the benefit (return) of an investment is divided by the cost of the investment; the result is expressed as a percentage or a ratio.

$$ROI = \frac{(\text{Gain from Investment} - \text{Cost of Investment})}{\text{Cost of Investment}}$$

Return on investment is a very popular metric because of its versatility and simplicity. That is, if an investment does not have a positive ROI, or if there are other opportunities with a higher ROI, then the investment should be not be undertaken (Reviere et al., 1996).

2.3 Developments in the Retail Market

In managing retail firms, understanding local customers' perceptions toward the retail format is especially important: such perceptions are susceptible to cultural differences.

Ever since a leading researcher on retailing, Tauber (1972) suggested numerous shopping motives for retail store visits; researchers have agreed that there are emotional aspects to shopping motives other than function or product acquisition. As it is shopping motives that drive the behaviour that brings consumers to the market place, consumers' evaluation of a store's attributes and subsequent shopping outcomes, such as shopping satisfaction, should differ according to their shopping motives (Groeppel-Klein et al., 1999; Van Kenhove et al., 1999). However, most shopping mall format research and its relationship to store appraisals have focused on the shopping mall formats in the USA or European countries.

Shopping motives may be a function of cultural, economic or social environments. Researchers and practitioners assume that the primary shopping motive of the shoppers is

functional, that is product acquisition and seek for value for the money. International service managers should realize that long term success in foreign markets may not be guaranteed by the general popularity of existing formats in home markets. An awareness and understanding of the international consumer's underlying shopping motivations and its impact should facilitate the ability to adapt the marketing approach where needed. (Jin et al., 2002).

2.4 Shopping motives

Ever since Tauber (1972) seminal work on "why do people shop" numerous studies have been conducted to identify shopper's underlying shopping motives and its relationship to shopping behaviour (Babin et al., 1994; Dawson et al., 1990; Lotz et al., 1999; Westbrook et al., 1995) Motive was considered as a hypothetical and unobservable psychological construct that can be postulated to explain both the energized and directive aspects of human behaviour. Accordingly, motives are "forces instigating behaviour to satisfy internal need states." (Westbrook et al., 1985, p 89). Shopping motives, then, could be defined as the drivers of behaviour that bring consumers to the market place to satisfy their internal needs. Thus, identifying shopping motives may provide an important base to understand local consumers' needs and segment target markets. Prior research on shopping motives suggests that consumers shop for a variety of reasons. Table 1 summarizes a few studies conducted previously on shopping motives.

Tauber (1972) hypothesizes six personal motives for shopping (that is, role playing, diversion, learning about new trends, self- gratification, physical activity, and sensory stimulation) and five social motives (that is, social experiences outside the home, communication with others who have similar interest, peer group attraction, status and authority, and pleasure of bargaining) based on in depth interviews. One of (Tauber, 1972) contributions to the area of shopping motive research is his suggestion that securing a purchase was not the only motive; many of the motives he identified had little to do with purchasing

Table 2.1: Shopping motives

Author (year)	Shopper population (sample size)	Suggested/discovered-shopping motives
Tauber (1972)	In-depth interviews with convenience sample (15 men, 15 women)	Six personal shopping motives: role playing, diversion, learning about new trends, self-gratification, physical activity, sensory stimulation. Five social shopping motives: social experiences outside the home, communication with others having similar interest, peer group attraction, status and authority, pleasure of bargaining.
Westbrook and Black (1985)	Female shoppers at department stores (203)	Anticipated utility, role enactment, negotiation, choice optimization, affiliation, power and authority, stimulation
Dawson et al. (1990)	Shoppers at outdoor craft market (300)	Product motives Experimental motives
Babin et al. (1994)	Shoppers at shopping mall (400)	Utilitarian shopping motives Hedonic shopping motives
Lotz et al. (1999)	Shoppers at two regional entertainment malls (583)	Extrinsic shopping motives Intrinsic shopping motives
Groeppel-Klein et al (1999)	Furniture store shoppers (150)	Price- oriented motives stimulation- oriented motives Advice- oriented motives

Source: Conducting Needs Assessment, Multi disciplinary Approach (1995)

Despite the importance of Tauber's study, its value was not fully realized until the subsequent empirical research done by Westbrook et al. (1985). Personal interviews of 203 female department store shoppers by Westbrook et al (1985) identified seven shopping motives, and classified female shoppers into six groups. As shown in table 2.1, subsequent studies investigated shopping motives in various retail settings and identified

motives in two or three groups. They are labeled in a number of different ways such as: product motives versus experiential motives (Dawson et al., 1990), utilitarian versus hedonic shopping motives (Babin et al., 1994) extrinsic versus intrinsic (Lotz et al., 1999) and price oriented, stimulation- oriented versus advice oriented (Groeppel- Klein et al., 1999).

Despite terminology issues, previous studies on shopping motives could be largely classified into two categories that is, shopping for product acquisition and shopping to enjoy the activity. Product acquisition shopping motive refers to consumers' retail store visits for the purpose of product acquisition, which is conceptually equal to product-oriented, utilitarian, and extrinsic shopping motivations (Groeppel- Klein et al., 1999).

The other shopping motive, enjoying shopping as an activity, refers to seeking pleasure inherent in the retail store visit. This shopping motive is conceptually similar to the experiential, hedonic or recreational, intrinsic, and stimulation- oriented shopping motives. However, as Table 2.1 shows, shopping motives in shopping malls have not been researched. People generally assume that consumers visit shopping malls merely to acquire necessary products. However, whether or not shopping motives for shopping malls appear the same as the above two classifications has not yet been explained (Groeppel- Klein et al., 1999).

Shopping motives are rooted in shoppers' internal state of needs and people may have different needs across different cultures. Hence, shopping motives may be shaped by the culture in which people live. (Tauber, 1972) and (Westbrook and Black, 1985) suggested that research on quantifying the relative importance of shopping motives for different types of shopping trips and occasions is needed. As (Groeppel- Klein et al., 1999) could advice- oriented motive in furniture shopping in Germany; consumers may have other shopping motives for other retail formats in other cultures.

2.5 Shopping Motives and Store Attributes

Considerable research efforts have been directed to identifying important store attributes that affect consumers' store choice and storage patronage (Dickerson et al., 1977: Hansen et al., 1977/1978; Lindquist, 1974/1975) synthesized store attributes into nine dimensions: merchandising, service, clientele, physical facilities, convenience, promotion, store atmosphere, institutional factors and past transaction.

Among these, product related considerations (for example, assortment, quality and price) appeared to be the most critical dimensions (Lindquist, 1974/1975). Store attributes are evaluative criteria consumers have towards the store. Accordingly, the importance of various store attributes varies by the store format and customer base (Kim et al., 1995).

A recent study by (Erdem et al., 1999) yielded three store attributes- status, merchandise and price- for apparel shopping. They found that status was the most important store attribute and contended that store attributes that marched individuals' shopping motives should be emphasised. Van Kenhove et al. (1999) confirmed that store attribute saliencies differed significantly by task definitions (That is, urgent purchase, regular purchase, get ideas and so on) In the case of urgent purchases, proximity of the store; quick service and availability from stock were valued most.

In a furniture store context, Groeppel-Klein et al. (1999) also found that store assessment depended on their pre-existing shopping motives. These studies suggested that the importance of different store attributes varied depending on the purpose of shopping (That is, the types of motives of shopping). If Kenyan shopping mall stores' shoppers have diverse shopping motives, it is important for retailers to understand their evaluations on shopping malls attributes based on their shopping motives. Based on these evaluations, retailers could manipulate relevant marketing strategies to capture local customers' shopping motives.

2.6 Retail Sector Development and Project Management Approach

An integrative approach is required to project management. This directs attention to three key areas. The first area is integration of projects with the strategic plan of the

organization. The second area is mastering the process of managing actual projects and the third is evolution of project driven organization.

An integrated project management system is one in which all of the parts are interrelated. Any change in one of the parts will influence the whole. Every organization has a customer they are seeking to satisfy. The customer sets the *raison d'etre* for the organisation (Mission, objectives and strategies are set to meet the needs of the customers). Developing mission, objectives, and organisation strategies is dependent on external and internal environmental factors. External environmental factors are political, social, economic and technological: they signal opportunities or threats in setting the direction for the organisation. Internal environmental factors are strengths and weaknesses, such as management, facilities, core competencies and financial condition. Analysing these environmental factors yields a strategy designed to best meet the needs of customers (Gray and Larson, 2005).

PART THREE: RESEARCH METHODOLOGY

3.1Research Design

Arising from research observation that little work has been done on project management in the retail sector in Kenya, the current study was an exploratory study on key issues in project management in the Kenyan retail sector.

3.2 Population of the Study

This being a case study, a case design approach was used with reference to The Westgate Centre, Westlands, Nairobi. The study population was drawn from various retailers in responsible positions and engaged in providing the strategic direction in these business units. These included the Center's Management, Centres Main Contractor, Store Managers, Stores Contractors (Project Managers) and owners where applicable.

3.3 Sampling Frame

To facilitate data collection, the study's sampling frame constituted various designated officers within the retail outlets. In total, the sampling frame constituted of 40 outlets.

3.4 Sample Size

Sample size affects confidence interval, thus one could, in principle, select the sample size to yield any degree of confidence (Doodley, 1995). To obtain an appropriate sample size, stratified sampling techniques shall be utilized. A sample of 57 respondents was targeted for the study, and obtained as per table 3.1

3.5Data Collection

The research heavily relied on primary data that was collected through the use of questionnaires. The data was highly qualitative in nature, thus appropriate measurement concepts were applied. The first study objective was to establish the extent of using project management techniques, thus various techniques identified from literature were

listed for the respondents to gauge appropriately. Respondents were required to use a Likert scale to rank the various purposes.

The second objective was to establish the benefits that accrue as a result of project management adoption by retailers. Various project management aspects were listed, and the respondents indicated their importance on a Likert scale.

To facilitate data collection drop-and-pick later method was largely employed, but where possible, personal interviews were used. To ensure high response rate, the researcher used follow up mechanisms such as Email, and telephone calls.

Table 3.1

Strata	Strata Size	Sample size
Centre Main contractor	1	1
Centres sub contractors	5	5
Centre Management	1	1
Store Managers	30	30
Store owners	20	20
TOTAL	57	57

3.6 Data Analysis

Data was analyzed through a combination of both descriptive and inferential statistics. Descriptive statistics were used to provide an overview of respondents' perception of the various aspects of project management under study in the Westgate Centre. With respect

to the purpose for project management as understood by the retailers in the shopping mall. measures of central tendency and dispersion were used.

These included mean. frequency distribution and variance. Further. appropriate graphical methods such as graphs. bar charts. pie charts. and tables. amongst others were used. Similarly observed distribution on purposes and measures were subjected to non-parametric tests. and in particular. "Chi square – goodness of fit test". This helped determine if significant differences existed as to the identified purposes for which project management is used. as well as the different respondent's designations as identified in the strata. Correlation analysis was also used to explore any relationships amongst the various purposes for project management.

With respect to critical factors in the design. implementation and use of project management, Factor Analysis was used to identify and using factor loadings. rank the various aspects. Microsoft Excel and statistical package for social sciences (SPSS 11.0) was utilized to perform the various statistical analyses.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Introduction

The research objective was to establish the extent to which Westgate centres' stores use project management techniques in their retail outlet development. It was also to establish the benefits to the retailer that accrue from the use of project management approach in the design of a retail outlet. This chapter presents the analysis and findings with regard to the objective and discussion of the same. The data was collected from the population of 57 respondents at the Westgate Centre. Respondents were Centre Main Contractor, Centre Sub contractors, Centre Management, Store Managers and Retail outlet owners. The findings are presented in percentages and frequency distributions, mean and standard deviations.

4.2 Characteristics of Surveyed Respondents at Westgate Centre

Of the 57 questionnaires issued in the sample, only 36 were returned. The returned questionnaires' represented a response rate of 63%, which the study considered adequate for analysis. The completed questionnaires were edited for completeness and consistency.

4.2.1 Profiles of the respondents

As shown in table 4.1, most of the respondents 83.33 % were Store Managers, while 13.90% were in Store Owners. It is evident that most of the retail store owners have employed Store Managers to run the outlets on their behalf.

Table 4.1 **Distributions of the respondents**

	Frequency	Percent	Cumulative Percent
Centre Main contractor	0	0	0
Centre Sub contractor	0	0	0
Centre Management	1	2.77%	2.77%
Store managers	30	83.33%	86.10%
Store Owners	5	13.90%	100.0%

Source: research data

4.2.2 Distribution of respondents on gender

The respondents were made up of 65.2 % male and 34.8% female.

4.2.3 Age bracket

The findings presented in table 4.2 show that, 41.67% of the respondents were of age 31-40 years, 30.55% were between 41-50 years of age, 13.89% were between 21-30 years old and (13.89%) were over 50 years. On average the majority of the respondents are between the age brackets of 31-50 years.

Table 4.2 Distribution of Respondents by Age

	Frequency	Percent	Cumulative Percent
21 – 30	5	13.89%	13.89%
31 – 40	15	41.67%	55.56%
41 – 50	11	30.55%	86.11%
Over 50	5	13.89%	100.0
Total	36	100.0	

Source: Research data

4.2.4 Length of Service with organisation (years)

The results presented in table 4.3 shows that the number of years of service in the current organisation varies from a period of less than 2 years to over 10 years. 39.1% of the respondents had worked in their respective organizations for over 10 years, 37% had worked for a period of 6 to 10 years, 17.4% had worked for a period of 2 to 5 years and 6.5% had worked for less than 2 years at 6.5%. Majority of the respondents have worked in their organization over 6 years, thus there is high level of understanding of their organization.

Table 4.3 Length of Service with organisation (years)

Number of service years	Frequency	Percent	Cumulative Percent
Less than 2 years	3	6.5	6.5
2 - 5 years	8	17.4	23.9
6 - 10 years	17	37.0	60.9
Over 10 years	18	39.1	100.0
Total	46	100.0	
Source: Research data			

4.2.5 Duration that the organisation has been in existence

The results presented in table 4.3 above shows that the number of years of service in the current organisation varies from a period of less than 2 years to over 10 years. 39.1% of the respondents had worked in their respective organizations for over 10 years, 37% had worked for a period of 6 to 10 years. 17.4% had worked for a period of 2 to 5 years and 6.5% had worked for less than 2 years at 6.5%. Majority of the respondents have worked in their organization over 6 years, thus there is high level of understanding of their organization.

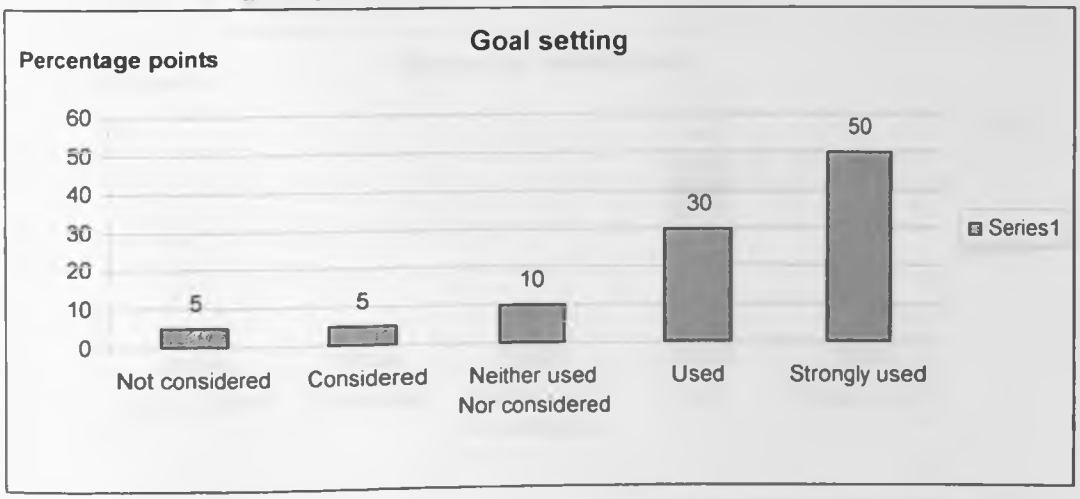
4.3 Knowledge of project management as a discipline

This section covers findings from the specific questions posed to the respondent's to determine the extent to which some predetermined project management techniques influence project implementation. Measure of central tendency (mean) and a measure of variation (standard deviation) were used to analyze the data.

4.3.1. Goal setting technique

80% of the respondents agreed that the setting up of goals was a very important part of their planning. Goals were set at the beginning of each year where projects were discussed and their implementation planned. Only a small percentage 20% of the respondents did not consider goal setting as important.

Table 4.4 Knowledge of goal setting technique

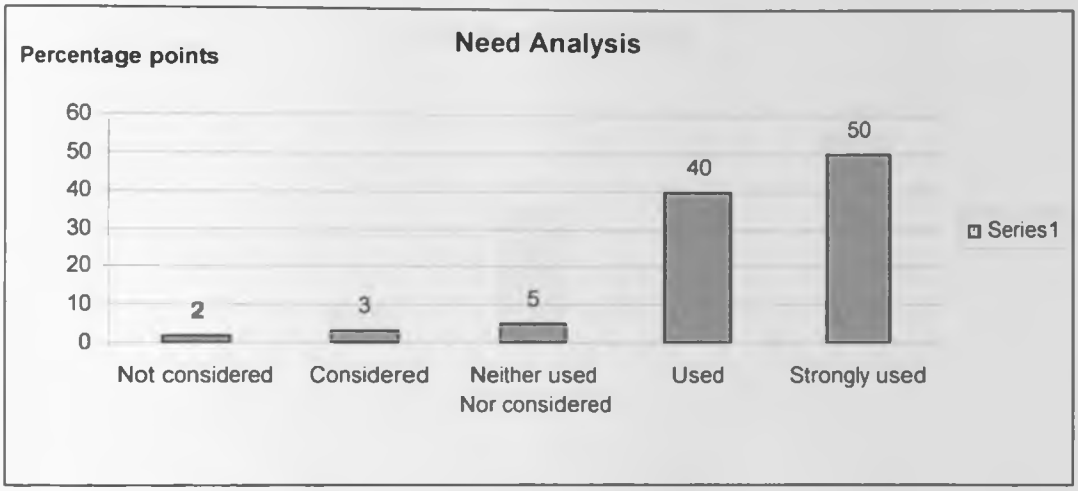


Source: Research data

4.3.2. Need Analysis

Another technique that was highly regarded by the respondents was need analysis. 90% of the respondents were affirmative that the development of a new retail outlet was dependent on the needs of their customers.

Table 4.5 Need analysis technique

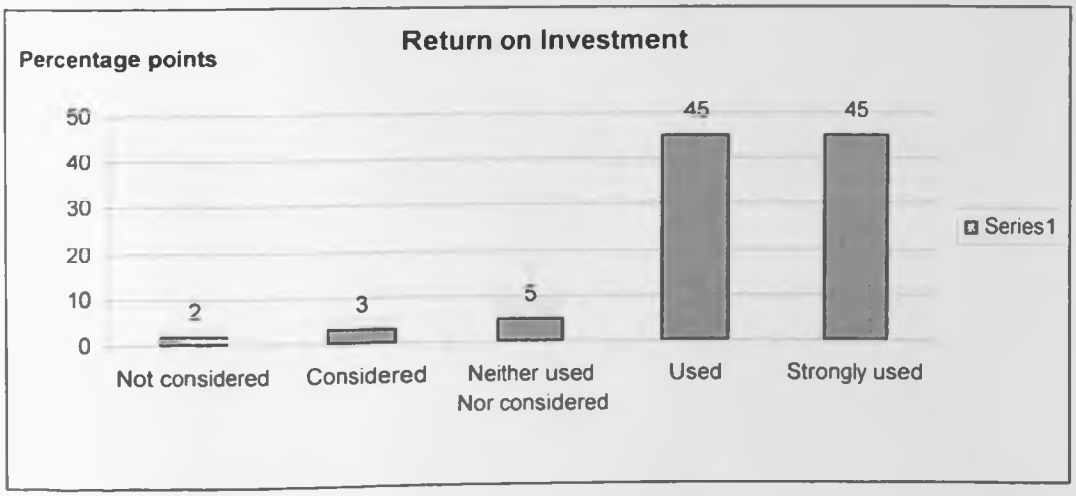


Source: Research data

4.3.3. Return on Investment

Before a retail outlet is constructed, feasibility studies should be conducted to find out how long it will take before the investment yields some returns, that is becomes profitable. 90% of the respondents were unanimous that the new retail outlets must project some profitability by the third year of operation.

Table 4.6 Return on investment technique

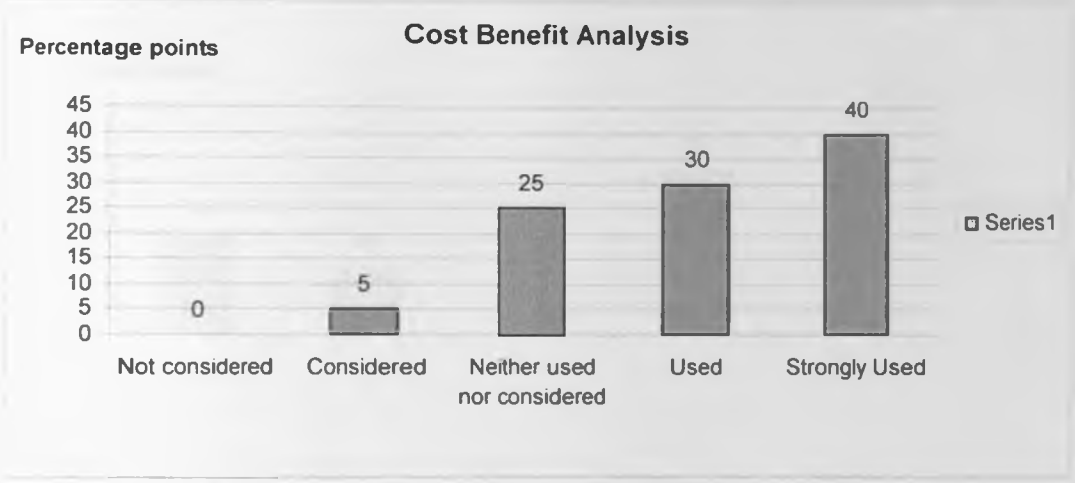


Source: Research data

4.3.4. Cost Benefit Analysis

This is another technique that was used by most respondents (70%). The respondents use this technique to weigh the rationale of establishing the new outlet. Only 10% of the respondents did not consider it important

Table 4.7 Cost Benefit Analysis technique

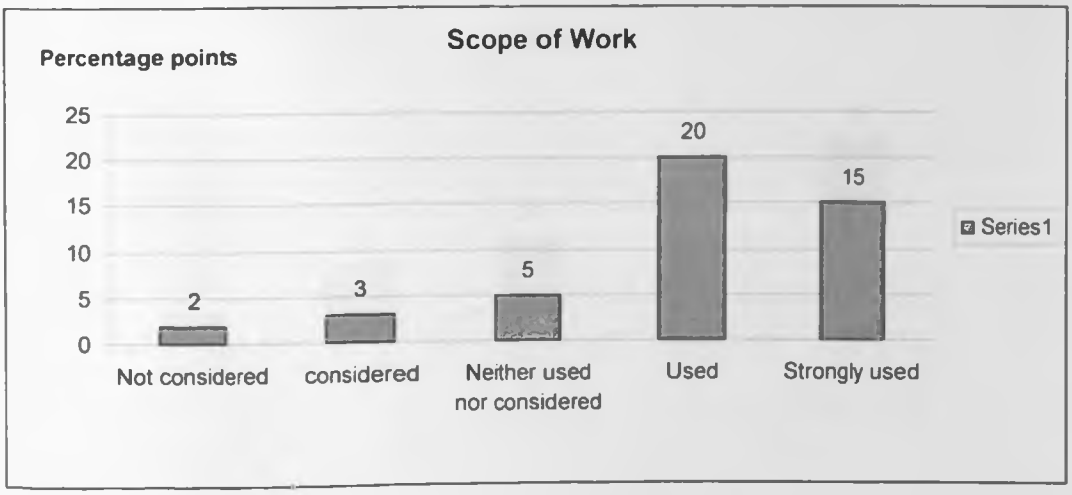


Source: Research data

4.3.5. Scope of Work

This technique was favorably used by 35% of the respondents. The respondents strongly believed in listing the various aspects of work to be done when building new retail outlets.

Table 4.8 Scope of work technique

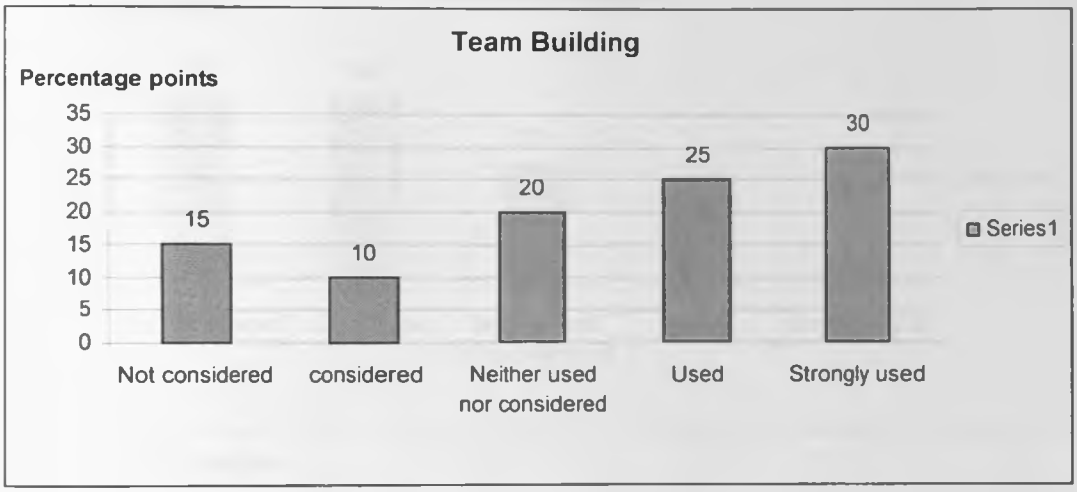


Source: Research data

4.3.6. Team Building

Team building was rated highly by the respondents. The respondents appreciated the fact that putting up a retail outlet required team work. Every person in the team played a critical role.

Table 4.9 Team Building Technique

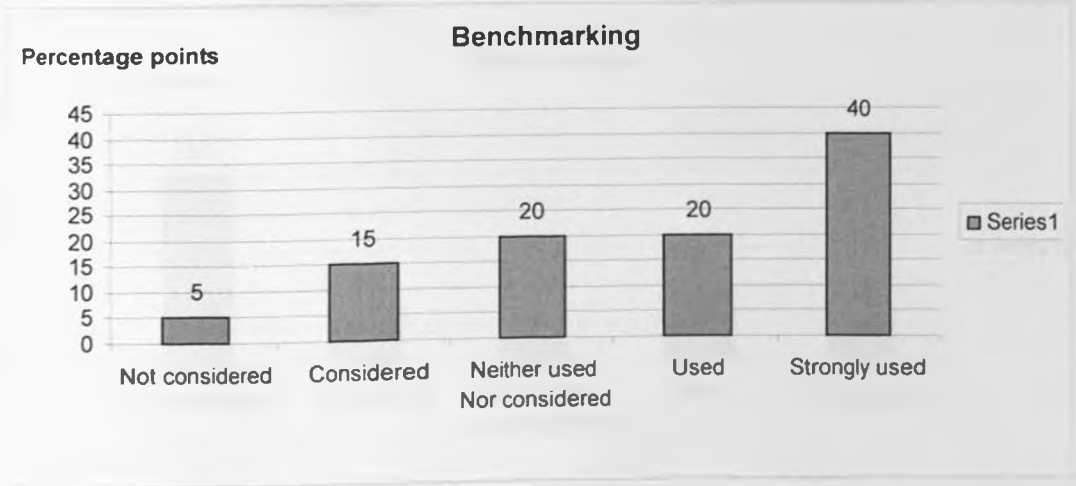


Source: Research data

4.3.7. Benchmarking

Benchmarking was another technique that was rated highly by the respondents. (60%) of the respondents were of the opinion that they had to base the design, location on established models in the developed countries.

Table 4.10 Benchmarking technique

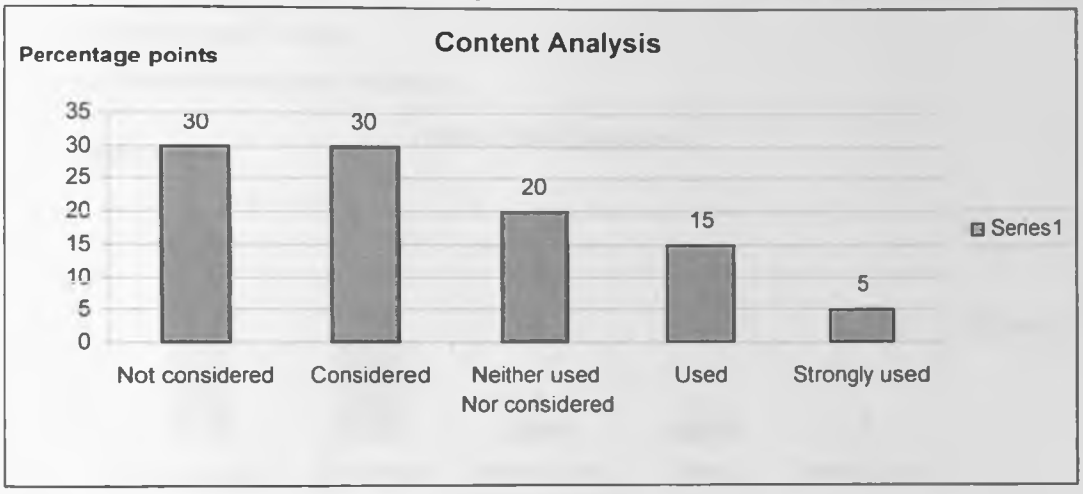


Source: Research data

4.3.8. Content Analysis

This technique was used sparingly. It is not a well known technique as was demonstrated by 60% of the respondents who were not familiar with it.

Table 4.11 Content Analysis Technique

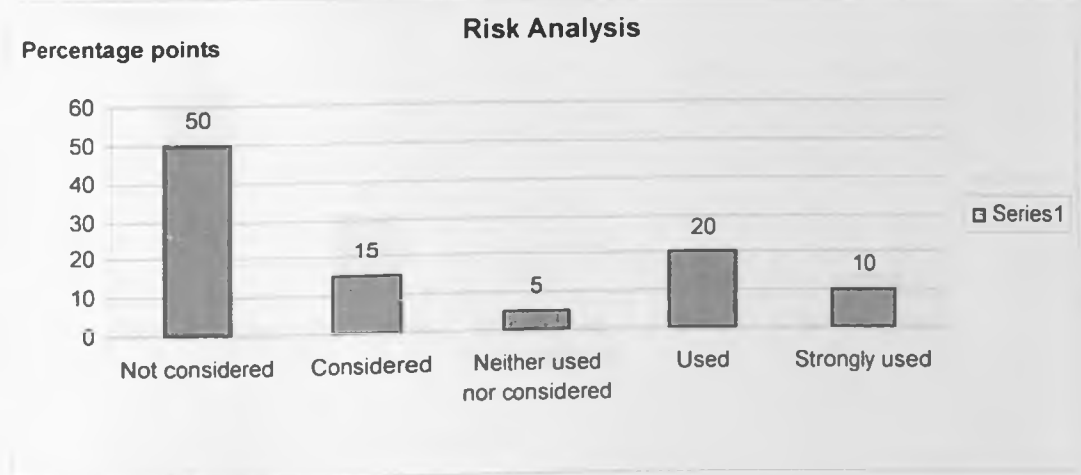


Source: Research data

4.3.9. Risk Analysis

65% of the respondents did not consider the use of Risk Analysis as a project management technique. The management of risk is still not well understood by retailers. Only 30% of the respondents factored the risks associated with the economy, politics and change of lifestyles in their planning.

Table 4.12 Risk Analysis technique

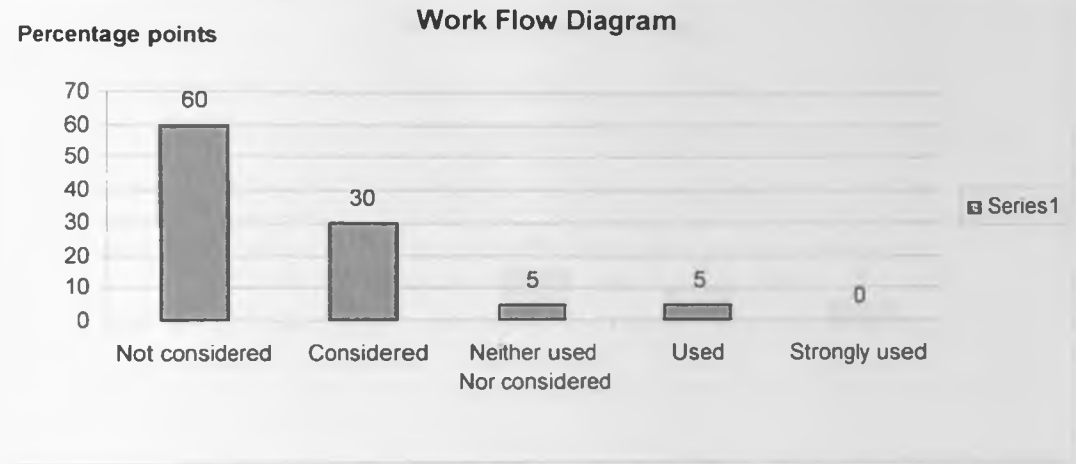


Source: Research data

4.3.10. Work flow Diagram

A majority of the respondents did not have an understanding of a work flow diagram. This is a technique used to plan for the life span of a project. Projects have to be done within certain timelines. Only 5% of the respondents used work flow diagrams in the planning for the retail outlets.

Table 4.13 Work flow diagram technique

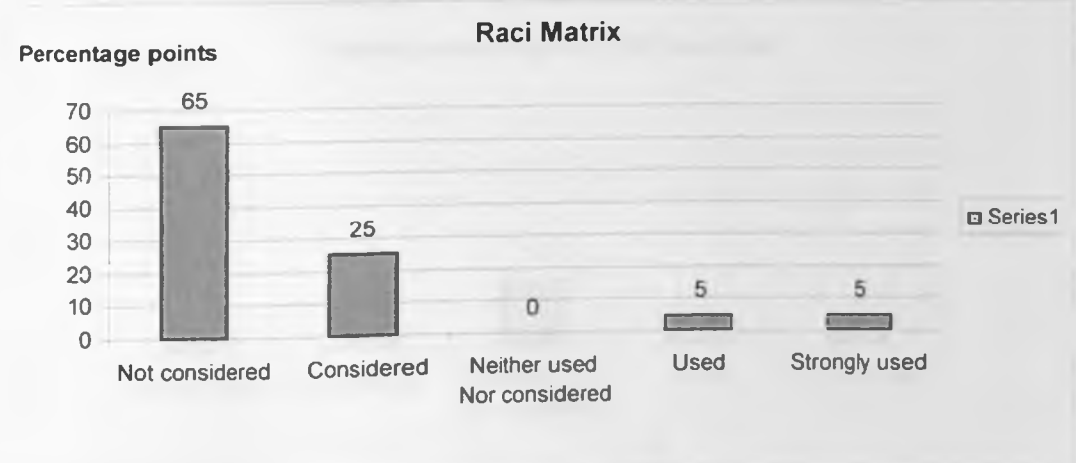


Source: Research data

4.3.11. Raci Matrix

This was another technique that was not very well understood by the respondents. (90%) of the respondents had never heard about this technique.

Table 4.14 Raci Matrix Technique

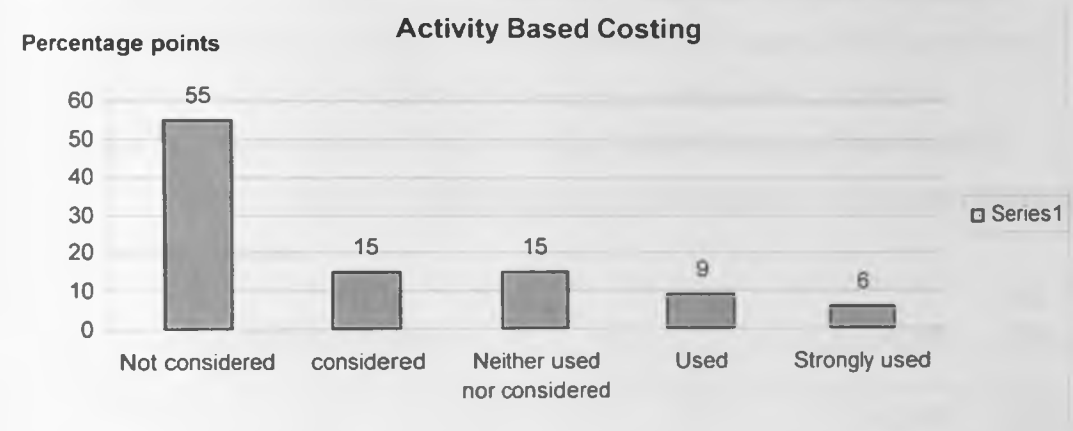


Source: Research data

4.3.12. Activity Based Costing

Activity based Costing is a technique that is used to evaluate and cost each activity in a project. This calls for detailed analysis of each activity in a project and allocate similar fund to the same. (65%) of the respondents were not familiar with this technique. Only (15%) of the respondents used the technique.

Table 4.15 Activity Based Costing technique

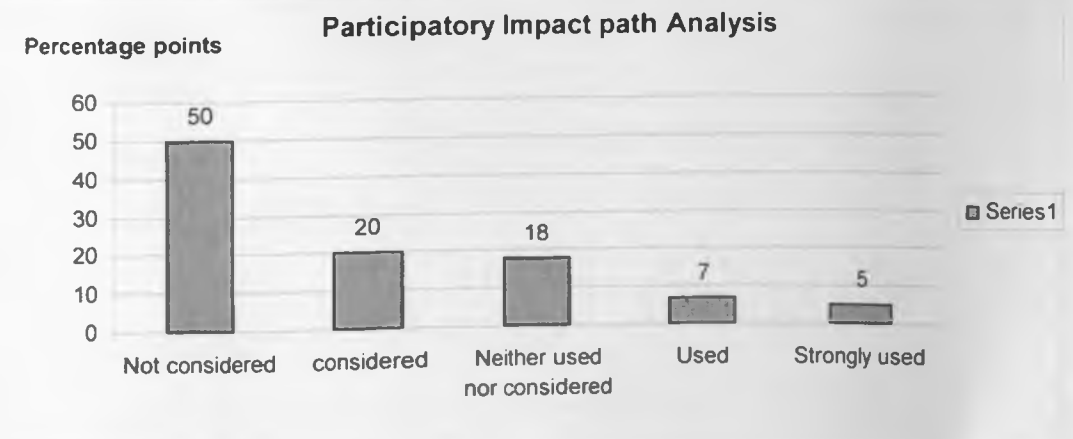


Source: Research data

4.3.13. Participatory Impact Path Analysis

This is a technique that was also new to the respondents. Only (12%) of the respondents were aware of the same.

Table 4.16 Participatory Impact path Analysis



Source: Research data

4.4.Extent to Which Project Management Techniques Influence Project Implementation

Respondents were required to use a Likert Scale of 1-5, to rank the various purposes, where 1 represents the lowest part of the scale and 5 the highest. The findings in the table 4.17 below show that the variables were classified into two categories, that is, moderate extent and large extent. Moderate extent includes, Participatory Impact Path Analysis (PATH), Activity Based Costing, Raci Matrix, Work Flow diagram, Risk Analysis and Content analysis. Large extent includes Goal setting, Need analysis, Return on investment, Cost benefit analysis, Scope of work, Team building and benchmarking.

Table 4.17 Extent to which the following project management techniques influence project implementation

Project Management Techniques	Mean	Std. Dev
Large extent		
Scope of work	4.2609	0.8282
Goal Setting	4.1739	0.6767
Cost Benefit Analysis	4.1304	0.8329
Need Analysis	4.0652	0.7118
Return on Investment	4.0652	0.7717
Benchmarking	3.8696	0.9799
Team Building	3.8478	0.8936
Moderate extent		
Content Analysis	3.5652	1.2046
Risk Analysis	3.4348	1.2229
Participatory Impact Path Analysis	3.1522	1.0742
Activity Based Costing	3.0000	1.1352
Work Flow Diagram	2.9348	1.4047
Raci Matrix	2.8261	1.1412

Source: Research data

Table 4.18 ANOVA

Technique		Mean Square	F	Sig.
Goal Setting	Between Groups	4.445	3.681	.008
	Within Groups			
Need Analysis	Between Groups	5.068	3.691	.008
	Within Groups	1.373		
Return on Investment	Between Groups	1.557	1.080	.001
	Within Groups	1.441		
Content Analysis	Between Groups	8.021	6.278	.000
	Within Groups	1.278		
Cost benefit analysis	Between Groups	2.073	1.520	.003
	Within Groups	1.364		
Scope of Work	Between Groups	8.741	7.703	.000
	Within Groups	1.135		
Risk Analysis	Between Groups	4.631	4.594	.004
	Within Groups	1.008		
Team Building	Between Groups	5.231	4.240	.001
	Within Groups	1.234		
Work Flow Diagram	Between Groups	1.876	1.154	.261
	Within Groups	1.625		
Raci Matrix	Between Groups	7.055	5.191	.073
	Within Groups	1.359		
Activity Based Costing	Between Groups	3.411	2.087	.005
	Within Groups	1.634		
Participatory Impact Path Analysis	Between Groups	4.471	3.382	.061
	Within Groups	1.322		
Benchmarking	Between Groups	3.845	2.904	.000
	Within Groups	1.324		

Source: Research data

As shown in table 4.17 among the variable in the large extent, the respondents unanimously classified goal setting to be the most important variable in project management techniques. Of the large extent, there was little variation among the respondents opinion. This is shown by the value of standard deviation which is less than 1.1 for all the variables. On the other hand, there is high variation among the respondents with respect to the variables classified as having moderate extent. This shows that there is a significant difference in opinion of the respondents (high values of standard deviations). A test of significance was thus considered.

4.4.2 Hypothesis Testing using Kruskal Wallis (ANOVA one way)

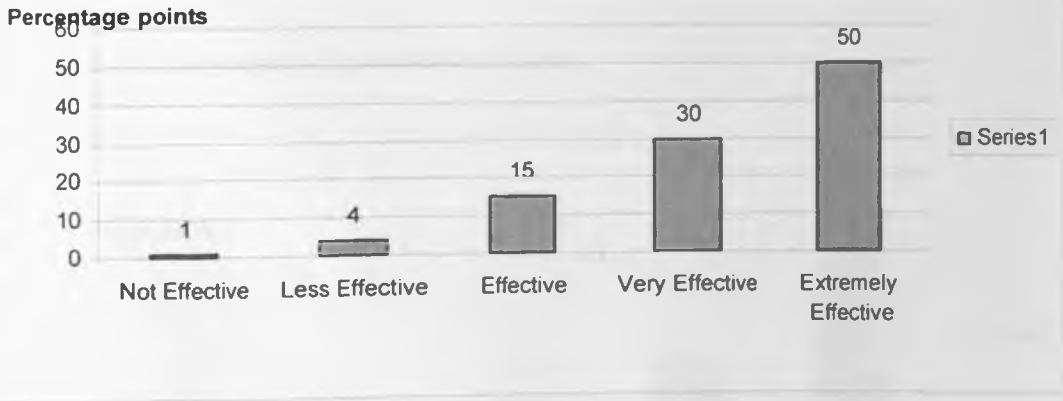
- **HO: $\mu 1 = \mu 2 = \ldots\ldots = \mu k$**
- **HA: Not all population means are equal**

Using significance level of 0.05 and P values for decision making, the predetermined variables, with p values less than 0.005 are considered to be of high influence. The analysis shows that Goal setting, need analysis, return on investment, content analysis, cost benefit analysis, scope of work, risk analysis, team building, activity based costing, benchmarking have a higher influence are major project management techniques of analyzing performance of retail outlet development while Raci matrix, Participatory Impact Path Analysis are not major indicators. See table 4.18

4.5. Effectiveness of project management techniques

Overally, 80% of the respondents acknowledged the effectiveness arising from using project management techniques to their business.

Table 4.19 Effectiveness of project management techniques



Source: Research data

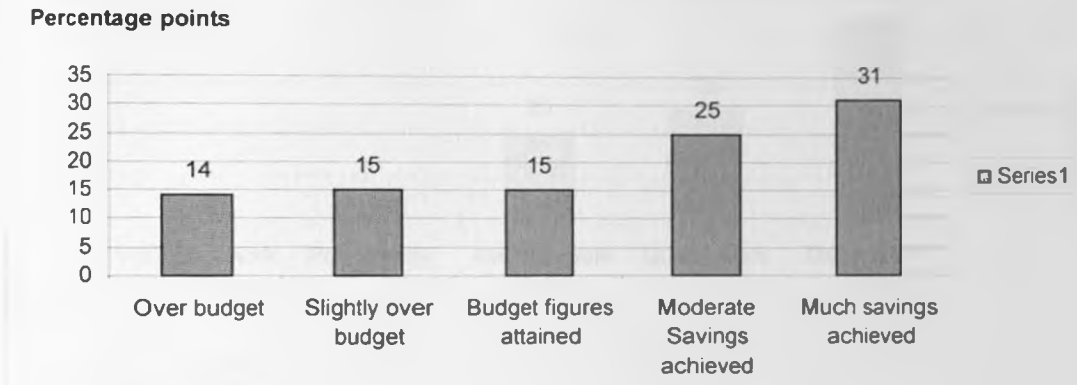
4.6. Benefits accruing from the use of project management techniques

The respondents identified some benefits that accrued from the use of project management techniques. These is illustrated in the tables below

4.6.1. Savings made on budget

51% of the respondents made savings on their project budgets after adopting the use of project management techniques in the work

Table 4.20 Savings on budget

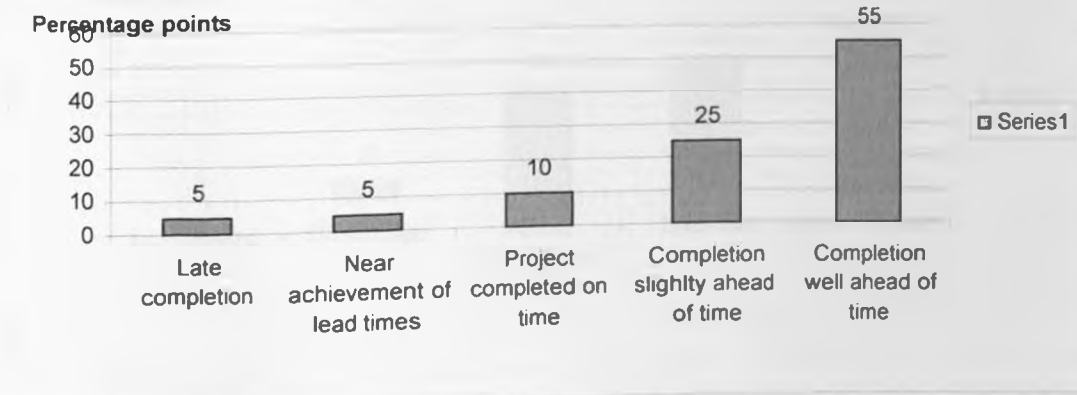


Source: Research data

4.6.2. Achievement of project lead times

80% of the respondents were able to attain the projected lead times in their work.

Table 4.21 Achievement of project lead times

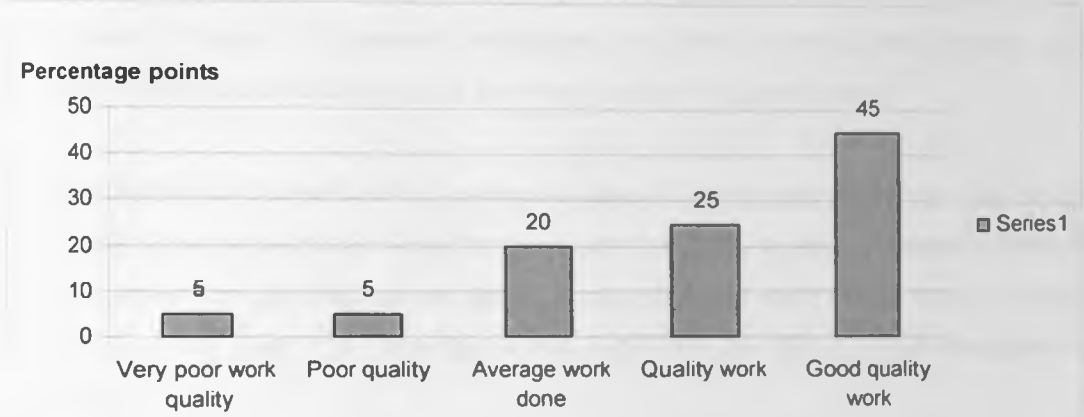


Source: Research data

4.6.3. Quality of work done

70% of the respondents were able to achieve quality work at the end of their projects

Table 4.22 Quality of work done

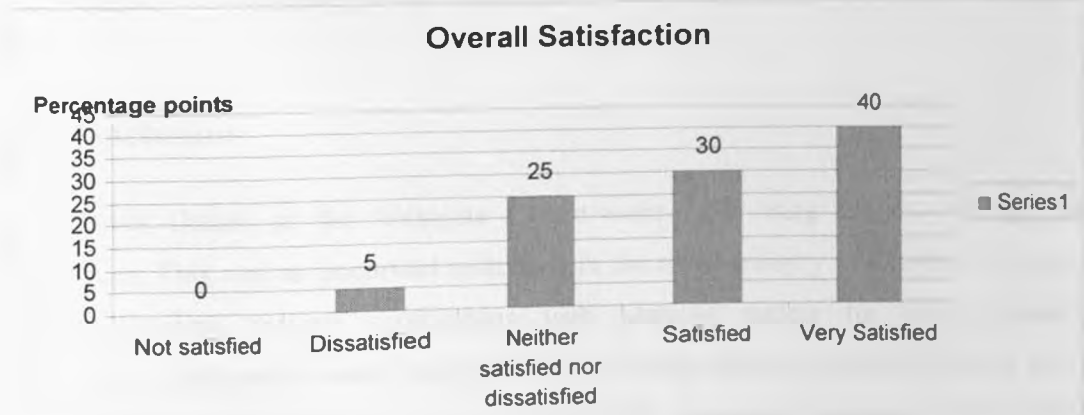


Source: research data

4.6.4. Overall satisfaction with work when using project management techniques

70% of the respondents were satisfied with how the project work when they used project management techniques

Table 4.23 Overall satisfactions with project



Source: Research data

PART FIVE: SUMMARY, CONCLUSION, & RECOMMENDATIONS

5.1. Summary

In Summary, the study reveals the use of project management techniques in retail outlets development. Project Management techniques are used by retail store owners and managers to plan the establishment of new retail outlets to a great extent.

The establishment of a retail outlet involves the use of a great amount of resources and is thus a very important activity which is taken very seriously to ensure success. Most of the retail establishments thus ensure that elaborate plans are made before hand to ensure the success of the same. This planning is what entails the use of the project management techniques.

The study also reveals that with the growth of retail enterprises, project management techniques are going to be used more and more. It is therefore important that these skills are taught to retail outlet owners through seminars organised by the practitioners in the field. It is also important for institutions of higher learning to churn out professionals in this field.

Finally, the use of project management techniques brings satisfaction to the retail owners when they see their well completed projects that meet the expectations of their customers.

5.2. Conclusion

The Retails Outlets at the Westgate Centre were built using Project Management Techniques. This was an important milestone in the retail industry in Kenya as it clearly showed progress towards establishing well planned outlets for the customer's convenience. The owners were satisfied with the results and are bound to reap the fruits of their planning in the years to come, through wide customer's patronage of this world class facility.

5.3. Recommendations

The findings of this study show that project management is a discipline that is applicable in many aspects of development in this country. The country therefore needs more practitioners in this field. There is an opportunity for institutions of higher learning to work closely with the industry in order for the benefits to be appreciated and applied to day to day work.

5.4. Limitations of the Study

This study was based on a sample limited to one shopping centre. It did not cover other existing shopping malls. The scope and depth of study was also limited by the time factor and financial resource constraints. This put the researcher under immense time pressure.

The researcher also encountered immense problems with the respondents' unwillingness to complete the questionnaires promptly. Some of them kept the questionnaires for too long, thus delaying data analysis.

5.5. Suggestions for Further Studies

There is need for research on extent of use of project management techniques on other areas of business such as hospitality industry.

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APPENDICES

Appendix: I: LETTER OF INTRODUCTION

A)

6 October 2008

Moses Olilo

P.O Box 30087, 00100

Nairobi

The Centre Manager

Westgate Shopping Mall, Westlands

Nairobi

Re: Collection of Data

I am a postgraduate student at the University of Nairobi, at the School of Business. As part of my course work assessment, I am required to submit a management research project. In this regard, am undertaking a research on a survey of Project Management Techniques in retail outlet development.

This is to kindly request you to assist me collect the data from your mall. The information sought will be used exclusively for academic purposes. My Supervisor and I assure you that the information you give will be treated with strict confidence. A copy of the final paper will be availed to you upon request.

Your assistance will be highly appreciated.

Thank you in advance.

Yours Sincerely,

Moses Olilo

MBA Student

Nyamwange S O

Supervisor

Appendix 2: **QUESTIONNAIRE**

B)

Please give answers in the spaces provided and tick (√) the box that matches your response to the questions where applicable.

SECTION ONE: PERSON AND ORGANISATION PROFILE

1) Name of organisation: _____

2) Which of the following best describes your position?
   a) Main Contractor ( )
   b) Sub Contractor ( )
   c) Store Manager ( )
   d) Store Owner ( )
   e) Centre management ( )

3) Gender? (tick as appropriate)
   a) Female( )b) Male( )

4) What is your age bracket? (Tick as applicable)
   a) Under 20 years ( )
   b) 21 – 30 years ( )
   c) 31 – 40 years ( )
   e) Over
   d) 41 – 50 years ( ) 50 years ( )

5) Length of continuous service with the organization? (Tick as applicable)
   a) Less than two years ( )
   b) 2-5 years ( )
   c) 6-10 years ( )
   d) Over 10 years ( )

6) For how long has your organisation been in existence?
   a) Under 5 years ( )
   b) 6 – 10 years ( )
   c) 11 – 15 years ( )
   d) 16 – 20 years ( )
   e) 21 - 25 years ( )
   f) Over 25 years ( )

SECTION TWO: PROJECT MANAGEMENT TECHNIQUES

7) A project is an activity which has finite and fairly well defined scope, life span, budgetary cost and specific quality parameters to completion. Please rank the authenticity of the statement below

Not considered	Considered	Neither used nor considered	Used	Strongly used
1	2	3	4	5

8) Are you aware of any project management techniques?

YES ☐

NO ☐

9) Below are project management techniques. Please rank the techniques according to the extent of their use in your store establishment.

a) **Critical Path Analysis**

Not considered	Considered	Neither used nor considered	Used	Strongly used
1	2	3	4	5

b) Activity Based Costing

Not considered	Considered	Neither used nor considered	Used	Strongly used

1	2	3	4	5

c) Raci Matrix

Not considered	Considered	Neither used nor considered	Used	Strongly used
1	2	3	4	5

d) Benchmarking

Not considered	Considered	Neither used nor considered	Used	Strongly used
1	2	3	4	5

e) Content Analysis

Not considered	Considered	Neither used nor considered	Used	Strongly used
1	2	3	4	5

f) Cost benefit analysis

Not considered	Considered	Neither used nor considered	Used	Strongly used
1	2	3	4	5

g) Participatory Impact Pathway Analysis

Not considered	Considered	Neither used nor considered	Used	Strongly used
1	2	3	4	5

h) Risk Analysis

Not considered	Considered	Neither used nor considered	Used	Strongly used
1	2	3	4	5

i) Team building

Not considered	Considered	Neither used nor considered	Used	Strongly used
1	2	3	4	5

j) Work flow diagram

Not considered	Considered	Neither used nor considered	Used	Strongly used
1	2	3	4	5

k) Need Analysis

Not considered	Considered	Neither used nor considered	Used	Strongly used
1	2	3	4	5

l) Goal Setting

Not considered	Considered	Neither used nor considered	Used	Strongly used
1	2	3	4	5

m) Scope of Work

Not considered	Considered	Neither used nor considered	Used	Strongly used
1	2	3	4	5

n) Return on Investment

Not considered	Considered	Neither used nor considered	Used	Strongly used
1	2	3	4	5

10) How effective have these techniques been to your organisation?

Not Effective	Less Effective	Effective	Very effective	Extremely Effective
1	2	3	4	5

11) What benefits have been realized as a result of using the project management techniques? Please rank the benefits below.

a) Savings on budget

Over budget	Slightly over budget	Budget figures attained	Moderate Savings achieved	Much savings achieved
1	2	3	4	5

b) Achievement of project lead times

Late completion	Near achievement of lead time	No lead time achieved or completion done on time	Within lead time	Completion ahead of time
1	2	3	4	5

c) Quality of work

Very poor work quality	Poor quality	Average work	Quality	Good quality work
1	2	3	4	5

d) Overall satisfaction

Not satisfied	Dissatisfied	Neither satisfied nor dissatisfied	Just satisfied	Very Satisfied
1	2	3	4	5

Thank You.