

**STRATEGIES ADOPTED BY SUPERMARKETS IN NAIROBI TO
ACHIEVE ORGANIZATIONAL GROWTH**

BY

EPHANTUS MBIYAI KIBUGI

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DECLARATION

This research proposal is my original work and has not been submitted for examination to any other university.

Signature

Date

EPHANTUS MBIYAI KIBUGI

D61/65161/2013

This project has been submitted for examination with my approval as the University Supervisor.

Signature

Date

MR. JEREMIAH KAGWE

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

DEDICATION

I dedicate this research work to the Almighty God for His provision. To my Mum, Dad, Brothers and Sisters, they made me believe in myself.

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ABSTRACT

Organizations adopt strategies for different reasons the major one being to bridge the gap between policy and tactics. The study sought to establish how strategies lead to the organizational growth of the supermarkets in Nairobi. The study is guided by institutional theory, strategic choice theory and strategic choice theory. The research design adopted for this study was the survey method. This study focused on 174 registered supermarkets in Nairobi. The sampling technique used was probability sampling as the chance of each supermarket being selected from the population is known and equal. Simple random sampling procedure was used to select the sample size to participate in the study. A sample of 36 supermarkets will be used to represent the target population. This sample size is deemed to be fit for analysis. Primary data was collected by means of a semi-structured questionnaire. The questionnaires were self-administered via drop and pick later method to the respective branch managers or equivalent of various supermarkets. The structured questions are in form of a five point Likert scale, whereby respondents were required to indicate their views on a scale of 1 to 5. The quantitative data collected by the questionnaires was analyzed through descriptive statistics. The quantitative data generated was analyzed with the help of Statistical Package for Social Sciences (SPSS) version 20. The findings were presented in tables and mean, to enable effective and efficient interpretation. The process of data analysis will involve several stages namely; data clean up and explanation. Data clean up involves editing, coding, and tabulation in order to detect any anomalies in the responses and assign specific numerical values to the responses for further analysis. The study revealed that the supermarkets have adopted diversification strategy of organizational growth. On joint venture strategy the study revealed that by bringing together supermarkets with different skills and knowledge bases, a joint venture creates unique and usually synergistic learning opportunities for the partners. The increase in skills and knowledge from different parties increase the operational efficiency leading to lower costs. Lower costs lead to increase in profits as a sign of organizational growth. On merging and acquisition strategy in supermarkets in Nairobi, the study revealed that this strategy is applicable by companies where with financial capability may purchase another company or a particular product line of that company. When a company acquires another or a product line the size of the organization grows in size as well as product lines. This leads to growth of the organization in the long run by increasing the number of employees to handle the new business lines as well increased profit from the additional ventures.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations adopt strategies for different reasons the major one being to bridge the gap between policy and tactics. Together, strategy and tactics bridge the gap between ends and means. According to Newman (1989) a business strategy sets forth the mission of a company reflecting the choice of the key services that the organization will perform and the primary basis for distinctiveness in creating and delivering such services. A firm uses strategy to match its resources and the environment. According to Wheeler and Hunger (2000) various theories explain the reasons for organization adaptation of strategies and obtaining fit with their environment key among them being the population ecology theory which proposes that once an organization has successfully established an environmental niche, it is unable to adapt to changing conditions. The company is thus replaced by other organizations more suited to the new environment.

Institutional theory proposes that organizations can adapt to changing conditions by imitating other successful organizations. The major limitation of this theory is that it does not explain how or by whom successful new strategies are developed in the first place. The strategic choice perspective goes one step further by proposing that not only do organizations adapt to a changing environment, they also have the opportunity and power to reshape their environment. Organizational learning theory says that an organization adjusts defensively to a changing environment and uses knowledge offensively to improve the fit between itself and the environment. Most organizations are attempting to adapt more quickly to changing conditions by becoming learning organizations.

Supermarkets must adopt strategies that will enable them survive the turbulent market. Without a strategy their growth will stagnate or they will be edged out of the market completely. There must be a strategic fit between the firm's resources and its environment failure to which the success of the organizational strategy will not be realized. According to Joel and Michael 1998, without a strategy, the organization is like a ship without a rudder, going around in circles. Supermarkets are not an exception and they too need the strategy. The environment is very dynamic and in order to gain a strategic advantage, organizations must change faster than the environment. Kenya supermarkets have realized the need for strategy and its application in the business world in order to keep up with the changes in the environment. Nakumatt for example have come up with a strategic slogan, "You need it, we've got it". In addition to the slogan, the supermarket chain has gone ahead to open new branches in many major towns within the country where their customers can easily access the goods of their choice. Their strategy is to have the customers buy all goods under one store. They have stocked different types of merchandise including food stuff to ensure that the customers are satisfied while doing their shopping.

1.1.1 The Concept of Strategy

According to Scholes and Whittington (2005) Strategy is the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations. Strategy has been described as an organization's "sense of purpose" (Ansoff, 1965). He says that strategy is a rule for making decisions determined by product/market scope, growth vector, competitive advantage, and synergy. Thompson

and Strickland (2003) define strategy as the game plan management has for positioning the company in its chosen market arena, competing successfully, pleasing customers and achieving good business performance. Mintzberg, (1994) says that strategy is a plan, a “how”, a means of getting from here to there. Strategy represents a pattern in actions over time; for example a company regularly markets very expensive products is using “a high end” strategy. He argues that strategy emerges over time as intentions collide with and accommodate a changing reality. Porter, (1996), noted that strategy is about achieving competitive advantage through being different in delivering unique service or product. Strategic responses involve changes in a firm`s strategic behavior to assure success in the transforming future environment (Ansoff, 1987). Strategy definitions reflect the cognizance of the turbulent external and internal environments as postulated by Johnson and Whittington (2004). Change in the external environment dictates that an organization redraws its strategy, and realigns itself accordingly for survival, growth, or takes opportunity of emerging synergy.

Thompson and Stickland, (1998) define company strategy as the game pan that the management has for positioning the company in its chosen market arena, competing successfully, pleasing customers and achieving good business performance. They continue to say that it consists of competitive moves and business approach that managers employ in running the company. This shows that strategy is all about competition. Porter (1990) maintains that in coping with five competitive forces, there are three potentially successful generic strategic approaches to outperforming other firms in an industry. This knowledge base is comprised of the firm`s intellectual capital, which can be defined as the tangible and intangible knowledge, experience, and skills of employees in an organization. Without strategy that guides a firm, organizations will be

driven by current operational issues rather than by a planned future. Competitive strategies of a firm should address the core business of the firm. The intensity of competition in an industry determines its profit potential and competitive attractiveness hence strategy should be able to spell out how the organization responds to the competitive forces in these industries or markets (porter, 1990) he notes that competition is at the core of every success or failure of firms. This means that it is necessary for every firm to craft competitive strategies that will enable it gain competitive advantage over their rivals.

Hiriyappa, (2007) says an organization may have to find the best possible strategy from different types of strategic alternatives since the major type of strategies are normally related to industrial business organization.

Porter, (1980) says that strategy target either cost leadership, differentiation, or focus. These are known as Porter's three generic strategies and can be applied to any size or form of business. According to Porter, an organization must only choose one of the three or risk that the business would waste precious resources. They detail the interaction between cost minimization strategies, product differentiation strategies, and market focus strategies. Cost leadership strategy involves the firm winning market share by appealing to cost-conscious or price-sensitive customers. An organization can achieve this by having the lowest prices in the target market segment. To succeed at offering the lowest price while still achieving profitability and a high return on investment, the firm must be able to operate at a lower cost than its rivals. The increased profitability and high return on investment leads to the organization increasing its assets which is a measure of business growth.

1.1.2. Organizational Growth

The process of improving some measure of an enterprise's success. Business growth can be achieved either by boosting the top line or revenue of the business with greater product sales or service income, or by increasing the bottom line or profitability of the operation by minimizing costs.

Growth can be defined as the increase in size of an organization in terms of size, profits, asset base or human resource. There is no clear definition of growth but various people have tried to define growth as per the context. Kuznet says that “Growth is a concept whose proper domicile is the study of organic units and use of concept in economics in an example of that prevalent employment of analogy’. The term growth generally carries a connotation of quantitative increase. Kuznet goes on to say that this connotation should be critical in interpreting the concept of economic growth. He argues that economic growth is essentially a quantitative concept and hence if we are to make substantial progress in the empirical and theoretical analysis of the growth phenomenon we must consider the quantitative aspect as basic. According to him, the only unifying element in the various quantitative definitions of economic growth is agreement that what ideally should be measured is the contribution of economic activity to the achievement of higher state of human welfare. In defining economic growth in this sense it is argued that economic activity is purposive activity that economic activity can only be identified and its results measured if there is a prior identification of the underlying purpose of that activity.

Regardless of their sizes, expanding and growing firms are indeed the creators of new jobs and of a healthy economy (c.f., Storey, 1995). When measuring the performance of a firm it is important to understand the multidimensional nature of the performance construct (Lumpkin and Dess 1996). Covin and Slevin (1989) use financial measures (Sales level, Sales growth rate, cash flow, and return on shareholder's equity, gross profit margin, and net profit from operations, profit to sales ratio, return on investment and ability to fund business growth) to represent performance for both the growth and financial perspectives.

In the business sector growth must be measured using various indicators as well as tools. Market share is an indicator of business growth. The greater the share an organization holds in the market signifies growth in the positive measure. An organization can achieve a higher market share through application of various strategies such as diversification where the firm will be able to reach a wider base of customers increasing sales and profits. Another factor is profits. As business grows, its profits also rise. A growing business should always register higher profits as dwindling profits is a sign of failure in the business. Growth in profit should also come with cash flows as profit without cash is detrimental to business survival. Businesses rely on cash for their operation activities and with the increase in cash come smooth flow of activities.

Assets are another form of measuring business growth. An increase in the number of assets an organization owns signifies growth. Assets can be used as collateral by organization to secure funds from financial institutions used to grow the business activities. Increase in the number of employees and their satisfaction can also be viewed

as a measure of organizational growth. When the employees are satisfied, the turnover is low and hence the costs of recruitment remain low adding to the profits of the organization. Return on investment is also a factor signifying organization growth by instilling investor confidence as well as attracting more investors to inject more funds to the business for purposes of growth. Greenley (1989) wrote that growth can be achieved in a number of ways such as internal resources and personnel development, external acquisition, merger, joint venture and other strategic alliances. Financial growth can also be achieved by improving efficiency, financial control and increasing turnover. Other measures of organizational growth include the corporate turnover, share prices, sales revenue, and volume of output, number of branches and extent of geographical spread.

1.1.3 Retail Industry in Kenya

Retail industry has faced enormous transition and transformation as a result of stiff competition in the market. Due to customer choice and preference, globalization of markets, government policies and procedures, innovations among others, there has been radical changes in the retail industry (Kariuki, 2011). According to Thanju and Oduk, 2008, the Kenyan supermarket sector is composed of four main domestic retail chains: Uchumi, Nakumatt, Tusker Mattresses, and the Ukwala Group. There are two foreign-owned chains, Metro Cash & Carry and Woolworths. Although this is the case, the market concentration has kept on increasing and several independents supermarkets have also come up. Nairobi, with a population of 2.5 million has many supermarket chains due the growing trend of self service and because of the touch and feel nature of Kenyan customers (Kenyaweb 2002). Urban centres opportunities have also driven investment to spread over into other major cities and towns such as Mombasa, Nakuru, Eldoret, and Kisumu. Neven and Reardo, (2005) show how Kenyan supermarkets have grown from a

tiny niche at the start the 1990s to 20% of the urban food retail sector in 2003. Supermarkets in Kenya are no longer the niche players catering exclusively to the high-income consumers in the capital they once were. They have moved into intermediate cities (Mombasa, Kisumu, and Nakuru) and are now rapidly expanding to smaller towns (Neven & Reardon, 2003)

The supermarkets in Kenya fall under the retail industry. They have operated as single business units with majority owned by families. They deal in retail products with majority serving the urban areas. However, of late most of the big supermarkets have opened branches in the rural areas and outside the country. Though there is not much research done on the Kenyan supermarkets, Kariuki, (2011) says that the increased population in towns has caused demand of goods and services causing a major transformation of the supermarket chains. Due to competition among the supermarkets to win the consumers and make their supermarkets a brand of choice, aspects of modernity in terms of elegance and comfort shopping experience coupled with suitable business location to ensure convenient shopping are driving forces that ensure competitiveness. The ease of shoppers' convenience to access the shopping place is a critical aspect that determines the success of a supermarket.

The supermarkets in Kenya have an increase performance compared to previous years. According to Parker and Lehmann (2011) effective customer service satisfies customers and in turn increases loyalty. Market leaders such as Nakumatt have employed customer service strategies in their upmarket branches. For instance Nakumatt Ngong road and Mega in Kisumu have party zones for children's birthday parties and have relaxation courts for college student hangouts. The number of supermarkets in Kenya is growing

due to increased demand. The number is expected to rise in future as more and more people are recognizing the importance of these retail chains. Neven and Readon, (2004) says that supermarkets are rapidly penetrating urban food retail in Kenya and spreading well beyond their initially tiny market niche among the urban middle class into the food markets of lower-income groups.

1.1.4 Supermarkets in Nairobi

There are many supermarkets operating within Nairobi notable among them Nakumatt, Tuskeys, Naivas, Mathai, Ukwala and Kamindi. Other countries have also entered the local market notable among them South Africa's "THE GAME" which entered the market with the aim of revolutionizing the supermarket business in the region. Supermarkets are competing for the market and this has seen various measures being taken to increase customer satisfaction and retain a greater market share. Nakumatt's store formats range from supermarkets to hypermarkets that display distinctive, world-class shopping floor layouts and amenities. All Nakumatt branches offer a range of over 50,000 quality products as well as shopping and entertainment centers for the whole family in most of their hypermarkets (The East African 2001). They have also introduced a smart card and a gift card. The Nakumatt smart card enables customers to accumulate points with their purchases which claim rewards and prizes. The Nakumatt gift voucher is available in any denomination, the value of which the shopper is required to redeem at once.

Their strategy is to ensure that their customers get all the products under one roof. This has seen supermarkets establishing restaurants within their premises and also offering catering services. Most customers have also adopted the habit of buying goods in bulk to

be used over a certain period. Most of the supermarkets are making great profits due the Kenyans` shift to large retail outlets. Supermarkets in Nairobi have are increasingly growing in number and size and are expected to grow further in the future. Supermarkets in Nairobi have faced stiff competition as each superstores endeavor to outsmart each other. The divergent consumers taste for the different brands and the consistent consumer disposable income has ensured considerable growth in the market. The supermarkets compete to win customer loyalty and reference to remain competitive. The upcoming residential estates within Nairobi and increase of population in the city have led to mushrooming of supermarkets in the estates to ensure convenience to the shoppers. Modernization and increased branches networks among the supermarkets is the key to increase competition in the market.

This study will help in unearthing the potential of the supermarket business in Nairobi to potential investors and also assist the current players to understand the environment in which they are operating and craft new strategies for survival and growth in the industry.

1.2 Research Problem

Most firms operate in environments are potentially vulnerable to competitive actions and so they need effective strategies to determine the way in which they intend to compete in the market place. Marketing strategy is needed by any organization that is faced with intelligent organization that can affect the organizations desired outcomes. Due to dynamic business environment, both small and large organizations need to adopt strategies to survive by attracting and retaining customers hence increased productivity (Woodward, 2004)

There is no study carried out in Kenya on strategy and organizational growth of supermarkets in Nairobi, Kenya. Therefore this research study will help the industry and other stakeholders to understand the effect of strategy on organizational growth in regard to the supermarkets in Nairobi, Kenya.

How do strategies adopted by supermarkets in Nairobi lead to organizational growth?

1.3 Research Objectives

To establish how strategies lead to the organizational growth of the supermarkets in Nairobi.

1.4 Value of the Study

Findings of this study will contribute to both practice and theory. It will add to the existing knowledge about the supermarkets in Nairobi. It will also assist the industry in crafting new strategies to cope with the changes in the business environment. The supermarkets in Nairobi will benefit significantly from the study as they seek growth they must identify strategies related to quality and product differentiation.

The study data and information obtained will be used to explore further the topic for more understanding. This will be used for referencing on the topic and guide interested persons on the same for details and deliberations. Researchers and academicians will use the data to expose further on the study topic. Competitors in the same industry players will utilize the study to understand better their operations and competitive challenges.

The supermarkets will use the information to benchmark their operations with their competitors. This will assist in reevaluating their operations and strategies in order to be competitive and relevant in the market.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature on the strategies adopted by supermarkets to drive organizational growth. It provides both the theoretical and empirical review which is used to guide this study. It presents a review of the study findings from previous studies and how these studies are different from the current study.

2.2 The Theoretical Foundation

Business organizations are constantly seeking ways to enhance their performance in order to compete actively and aggressively in the market through product development (Woodward, 2004). Profit seeking organization have long recognized the importance of creating value in the product and services they offer to their customers, all in the common objective to deliver commercial goods efficiently in order to keep the current customer-base satisfied (Thalman, 2006).

2.2.1 Institutional Theory

Wheeler and Hunger (2000), say that organizations can adapt to changing conditions by imitating other successful organizations. The environment in which firms are operating is highly dynamic and constantly changing. This calls for organizations to adapt to such changes by formulating strategies on how to survive in such unpredictable environment. Mintberg (1998) defines strategy as a plan, a ploy, a pattern, a position and a perspective. Plan is a consciously intended course of action while a ploy is a specific maneuver intended to outwit the competitor. A pattern is a stream of actions or consistency in

behavior over time. Strategy as a position looks outside and the organization seeking to locate it within the environment whereas a perspective looks inside the organization and its members. Strategy matches the market position of the firm to its resources and capabilities. A company strategy management action, plan for running the business and conducting operations. Formulating of a strategy represents a managers commitment to pursue a particular set of actions in growing the business, attracting and pleasing customers, competing successfully, conducting operations, and improving the company's financial and market performance (Gamble 2007). Strategy defines the organizations purpose, goals, promotes, objectives and deals with the organizational competitive advantage. It also defines the business of an organization product/market scope.

2.2.2 Strategic Choice Theory

A company can outperform rivals only if it can establish a difference that it can preserve. It must deliver value to customers or create comparable value at a lower cost or do both. Strategic choice perspective proposes that not only do organizations adapt to a changing environment, they also have the opportunity and power to reshape their environment (Wheeler & Hunger, 2000). The arithmetic of superior profitability then follows: delivering greater value allows a company to charge higher average unit prices, greater efficiency results in lower average unit costs (Mintzber, Lampel & Quinn, 1996). Mintzberg further argues that operational effectiveness and strategy are both essential to superior performance which after all is the primary goal of any enterprise. But they work in very different ways. (Ansoff, 1990) say that strategy is a potentially very powerful tool for coping with the conditions of change which surround the firm today but it is complex,

costly to introduce and costly to use. It is a tool that offers significant help for coping with turbulence confronted by business firms. Therefore it merits serious attention as a managerial tool, not only for the firm but also for a broad spectrum of social organizations. Strategy matches the market position of the firm to its resources and capabilities. A company strategy management action, plan for running the business and conducting operations.

2.2.3 The Organizational Learning Theory

Strategic flexibility demands a long term commitment to the development and nurturing of critical resources and demand that a company become a learning organization and skilled at creating, acquiring and transferring knowledge and reflect new insights. Organizational learning is a critical component of competitiveness in a dynamic environment (Wheeler & Hunger, 2000). Organizations should learn the process of creating, retaining, and transferring knowledge within themselves. An organization improves over time as it gains experience. From this experience, it is able to create knowledge. Basically, strategy is about two things, deciding where you want your business to go, and deciding how to get there. A more complete definition is based on competitive advantage, the object of most corporate strategy which argues that competitive advantage grows out of value a firm is able to create for its buyers that exceeds the firm's cost of creating it. Value is what buyers are willing to pay, and superior value stems from offering lower prices than competitors for equivalent benefits or providing unique benefits that more than offset a higher price. There are two basic types of competitive advantage: cost leadership and differentiation (Porter, 1985).

According to Kotler and Keller (2006), a firm's relative position within an industry is given by its choice of competitive advantage (cost leadership vs. differentiation) and its choice of competitive scope. Competitive scope distinguishes between firms targeting broad industry segments and firms focusing on a narrow segment. Johnson Scholes and Whittington, (2008) define strategy as the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations

2.3 Strategy and Organizational Growth

The ultimate objective of the strategic management process is to enable a firm to choose and implement a strategy that generates a competitive advantage (Barney & Jay, 2008). Strategy is a vehicle through which an organization can steer its growth. A firm adopts different strategies such as differentiation which leads to organization growth by applying different design in its production to increase its sales and hence the profits. An organization can also diversify into different regions or products on order to reach more customers and increase the sales. This will also increase the market share which is a clear sign of organizational growth. Other strategies that a firm can adopt to steer its growth includes mergers and acquisition where a firm can buy another firm or a business lines which increases its assets and geographical spread. Growth is the increase in size, assets, market share, profits, corporate turnover, share prices, sales revenue, and volume of output, profit, number of employee and branches and extent of geographical spread. Return on investment encourages more investment which leads to organizational growth. A firm should adopt a strategy that matches its environment in order to realize the actual growth both in the short and the long run.

There are different types of strategies that an organization can adapt depending on the environment and the resources available. They include diversification where a company enters a new market or industry which the organization is not currently operating in. In this strategy the organization also introduces new products to the new market. The diversification strategy is a considerable and interesting topic of study in the literature of firm valuation, but there is significant divergence on whether or not diversification creates long-run competitive advantage and growth (Markides & Williamson, 1994). A firm diversifies when the benefits of diversification overcome its costs, and it stays focused when the opposite occurs. On the one hand, some theoretical arguments point to diversification as a value-increasing strategy for the firm (Njuguna, 2009).

Ofori and Chan (2000), identified diversification as one of three business growth paths (apart from concentration and acquisition). Diversification is defined by Pearce and Robinson (2000), as a firm's distinct departure from existing operations through acquisition or internal establishment of separate business that are able to provide synergy with the original firm by counter-balancing strengths and weaknesses of the two businesses Pawaskar (1999), identified two ways by which diversification could be achieved in an enterprise; internal capacity expansion or mergers and acquisitions. Diversification contributes to organizational growth by expanding into new markets. The size of the organization grows as the firm diversifies. This is a sign of organizational growth.

Production differentiation is a strategy adopted by a firm through application of new design to gain a competitive advantage. It involves distinguishing a product or service from others, to make it more attractive to a particular market. Edward proposed this

concept in 1933 in Theory of Monopolistic Competition. Differentiation occurs in large companies when different departments, sections or branch offices create their own corporate culture within the parent company's overall structure. This leads to organizational growth by way of increased size and independence of firm`s sectors where decision making is faster leading to smooth operations. New designs in production as a result of differentiation leads to increased sales which in turn increases the firm`s profit leading to growth.

Price skimming is a strategy used by firms mostly in the introductory part to recover production and advertising costs. The firm sets a relatively high price for a product or service at first, then lowers the price over time. It allows the firm to recover its sunk costs quickly before competition steps in and lowers the market price. This strategy allows the firm to make higher profits in the beginning thereby raising their cash. This cash can be used to raise the assets of the firm leading to organizational growth.

Mergers and acquisition is another strategy used by a firm where a company with financial capability may purchase another company or a particular product line of that company. Empirical analysis of specific acquisition strategies offers limited insight, largely because of the wide variety of types and sizes of acquisitions and the lack of an objective way to classify them by strategy (Goedhart & Wessels, 2010). When a company acquires another or a product line the size of the organization grows in size as well as product lines. This leads to growth of the organization in the long run by increasing the number of employees to handle the new business lines as well increased profit from the additional ventures.

Joint venture is another business strategy where two or more parties agree to pool their resources for the purpose of accomplishing a specific task. This task can be a new project or any other business activity. In a joint venture (JV), each of the participants is responsible for profits, losses and costs associated with it. However, the venture is its own entity, separate and apart from the participants' other business interests. By bringing together firms with different skills and knowledge bases, a joint venture creates unique and usually synergistic learning opportunities for the partners (Inkpen, 1998). The increase in skills and knowledge from different parties increase the operational efficiency leading to lower costs. Lower costs lead to increase in profits as a sign of organizational growth. In Kenya, several studies have been carried out on supermarkets for example Kariuki (2011) carried out a study on challenges and survival strategies of supermarkets in Nairobi, Kenya and found that for a supermarkets to remain competitive it has to understand the prevailing challenges within the environment and this will influence the approach or the strategy to be implemented to counter these challenges. This will enhance competition in the market. It should be strongly concluded that the prevailing challenge induces a given survival strategy to outsmart the competitors as a result of competition.

Neven and Reardon (2005) did a research on supermarkets in urban Kenya and found out that In Kenya, supermarkets have grown from a tiny niche at the start of the 1990s to 20% of the urban food retail sector in 2003. They also found that supermarkets have spread from the capital to intermediate and small towns, with 44% of supermarket sales and 58% of supermarket stores located outside of Nairobi in 2003.

Riungu (2011) researched on effects of supermarkets on fresh fruit and vegetables small-scale farmers in central Kenya and found that Supermarkets in Kenya have been

increasing tremendously since 2003 and thus competition has increased. Growth in supermarket business has involved increase in the variety of products offered for sale, including agricultural produce. In their study, Modeling Agility in Kenyan Supermarkets Chain Expansion, Thanju, Oduk and Ouma (2013) found that the high growth of this single stop shopping has placed Kenya as a supermarket hub in comparison to the rest of Eastern Africa in supermarkets presence.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research design and methods that were utilized in collecting data that will be analyzed for the purpose of answering the research question. Creswell, (1988) defines research methodology as what the activity of the research is, how to proceed, how to measure progress and what constitutes success.

3.2 Research Design

Research according to Sekaran, (2006) is the process of finding a solution to a problem after a thorough study and analysis. The research design adopted for this study was the survey method. The choice of survey method is informed by its applicability for collecting standardized data that allowed the researcher to create information for precisely answering the how, who, what, where, and when questions concerning the subject matter of the research. Besides, the data structures created, survey methods can increase the researcher's ability to make generalized inferences about the defined target population as a whole.

3.3 Target Population

Population refers to the entire group of people, events or things of interest that the researcher wishes to investigate (Sekaran, 2005). A study population can be defined as the entire collection of cases or units about which the researcher wishes to draw conclusions. This study focused on 174 registered supermarkets in Nairobi according to a report by Retail Trade Association of Kenya (2015).

3.4 Sample Size and Sample Design

According to Kothari (2004) sampling is the process of selecting a number of individuals for a study in such a way that the individual represents a larger group from which they are selected. Sampling means selecting a given number of subjects from a defined population as representative of that population. The sampling technique used was probability sampling as the chance of each supermarket being selected from the population is known and equal. Kothari (2004), explains that sampling is the selection of some part of an aggregate or totality on the basis of which a judgment or inference about the aggregate or totality is made. Simple random sampling procedure will be used to select the sample size to participate in the study. A sample of 36 supermarkets will be used to represent the target population. This sample size is deemed to be fit for analysis.

3.5 Data Collection

Primary data was collected by means of a semi- structured questionnaire. The questionnaires were self-administered via drop and pick later method to the respective branch managers or equivalent of various supermarkets. The questionnaire allowed greater uniformity in the way questions were asked, ensuring greater compatibility in the responses. According to Cooper and Schindler (2006), the use of structured questions on the questionnaire allows for uniformity of responses to questions; while unstructured questions give the respondent freedom of response which help the researcher to gauge the feelings of the respondent, he or she use his or her own words. The structured questions be in form of a five point Likert scale, whereby respondents will be required to indicate their views on a scale of 1 to 5.

The researcher exercised care and control to ensure all questionnaires issued to the respondents are received and achieved this, the researcher maintained a register of questionnaires, which was used. The structured questions were used in an effort to conserve time and money as well as to facilitate in easier analysis as they are in immediate usable form; while the unstructured questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in revealing of any information.

3.6 Data Analysis

Data analysis, according to Sekaran (2005), involves a number of closely related operations which are performed with the purpose of summarizing the collected data and organizing them in such a manner that they answer the research questions. The operations include editing, coding, classifying and tabulating. It also entails categorizing, ordering, manipulating and summarizing data, to find answers to the research questions. Before the actual analysis of data using SPSS, data was cleaned, edited, checked for accuracy and coded. These processes are essential to ensure that the collected data is systematically organised in a manner that facilitates analysis (Mugenda & Mugenda, 2003).

The quantitative data collected by the questionnaires was be analyzed through descriptive statistics. The quantitative data generated was analyzed with the help of Statistical Package for Social Sciences (SPSS) version 20. The findings were presented in tables and mean, to enable effective and efficient interpretation. The process of data analysis will involve several stages namely; data clean up and explanation. Data clean up involves editing, coding, and tabulation in order to detect any anomalies in the responses and assign specific numerical values to the responses for further analysis. Completed questionnaires will be edited for completeness and consistency. The data will then be coded and checked for any errors and omissions (Kothari, 2004).

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis and interpretation of the data collected pertaining to the study's research objectives. It explains how the data has been analyzed and findings and interpretations of the same. Descriptive and inferential statistics were used in the analysis of the data obtained, presented in tables and explanations given in prose. The findings are summarized and presented in their respective sections covering respondent profiles and extent to which Supermarkets in Nairobi have adopted strategies to achieve organizational growth.

4.2 Demographic Information

The study sought the demographic information in terms of; highest education level, gender distribution, age distribution, period of service and knowledge on strategy

4.2.1 Highest Education Level

Table 4.1: Highest Education Level

level of education	Frequency	Percentage
Diploma	2	5.55
Undergraduate degree	10	27.77
Postgraduate degree	20	55.55
Professional course	4	11.11
Total	36	100

On respondents' highest level of education attained, the study revealed that majority of the respondents as shown by 55.55% had attained master's degree whereas 27.77 % of the respondents had attained undergraduate degree. 11.11 % of the respondents had professional qualifications and 5.55% of the respondents had diploma certificates. This implies that respondents were well educated and therefore they were in position to respond to the research questions with ease.

4.2.2 Gender Distribution

Table 4. 2 : Gender Distribution

Gender	Frequency	Percentage
Males	28	77.77
Females	8	22.22
Total	36	100

The study sought to establish the gender distribution of the respondents, from the research findings the study revealed that majority of the respondents as shown by 77.77% were males whereas 22.22% of the respondents were females. This this implies that respondents were fairly distributed in terms of their gender.

4.2.3 Age Distribution

Table 4. 3 : Gender Distribution

Age	Frequency	Percentage
Below 25 years	3	8.33
25-35 years	4	11.11
35-45 years	9	25.00
Above 45 years	20	55.55
Total	36	100

The study sought to establish the age distribution of respondents, from the research findings the study revealed that majority of the respondents as shown by 55.55% were in the age bracket of above 45 years, 25.00% of the respondents were in the age bracket of 35-45 years, 11.11% of the respondents were in the age bracket of 25-35 years while 8.33% represented the respondents below 25 years. This this implies that respondents were fairly distributed in terms of their age.

4.2.4 Period of Service

Table 4. 4: Period of Service

Period of Service	Frequency	Percentage
3-6 years	1	2.77
7-10 years	5	13.88
11-15years	9	25
Above 15 years	21	58.33
Total	36	100

The study sought to establish the period which the respondents had served for in the supermarkets. From the research findings, the study revealed that majority of the respondents as shown by 58.33 % had served the supermarkets for more than 15 years whereas 25 % of the respondents had served the supermarkets for a period of 11-15years. 13.88 % of the respondents had served the supermarkets for a period of 7-10 years while 2.77% of the respondents had served the supermarkets for a period of 3-6 years. There were no respondents who indicated to have served the supermarkets for less than 2 years. This implies that majority of the respondents had served the supermarkets for a

considerable period of time and thus they were in a position to give credible information rating to this research.

4.2.5 Knowledge on Strategy

Table 4. 5 : Knowledge on Strategy

Opinion	Frequency	Percentage
Yes	36	100
Total	36	100

The study sought to establish the respondent’s opinion on whether they had an idea what a strategy was. From the study findings, all the respondents as shown by 100% response rate knew what strategy was.

4.3 Types of Strategies

4.3.1 Knowledge on Types of Strategies

Table 4. 6 : Types of Strategies

Opinion	Frequency	Percentage
Yes	36	100
Total	36	100

The study sought to establish the respondent’s opinion on whether they had an idea on types of strategies. From the study findings, all the respondents as shown by 100% response rate knew what various types of strategies.

Table 4. 7 : Types of Strategies

Types of Strategies	Percentage
Diversification	55
Joint-Ventures	53
Growth strategy	74
Price-skimming	65
Mergers	70
Acquisition	66
Product differentiation	71

The study sought to establish the types of strategies used by the respondents in the supermarkets, from the study findings, the study revealed that majority of the respondents as shown by 74 % used the growth strategy, the study further revealed that product differentiation strategy is also used much as shown by 71 %, Mergers strategy as shown by 70%, acquisition strategy as shown by 66%, price-skimming strategy as shown by 65%, diversification strategy as shown by 55% and Joint-Ventures as shown by 53%. The study further revealed that cost strategy is also used in supermarkets, cost strategy is about keeping business costs down as low as possible so a business can beat the competition on price and keep some of the cost-savings as profit.

Table 4.8 : Types of Strategies

Opinion	Frequency	Percentage
Yes	36	100
Total	36	100

The study sought to establish whether the strategies being used satisfied the respondents, from the study findings, the study revealed that all the respondents as shown by 100% response rate were satisfied by the strategies. This implies that respondents were satisfied by strategies used in organizational growth.

4.4 Strategy and Organizational Growth

Table 4.9: Extent to which Strategies below Contribute to the Growth of Organization

Strategies	Not at all	little	moderate	great	very great extent	Mean	Std deviation
Diversification	0	2	3	16	15	4.28	0.25
Joint Ventures	0	4	0	19	13	4.17	0.24
Growth Strategy	0	0	0	16	20	4.62	0.23
Mergers and Acquisition	0	2	1	13	20	4.43	0.19
Price skimming	0	2	0	18	16	4.32	0.22
Product Differentiation	0	0	1	17	18	4.50	0.21

The study sought to establish the extent to which the strategies contribute to the growth of the supermarkets. From the study findings, the study revealed that majority of the respondents strongly agreed that; growth strategy contributed to the growth of the supermarkets to a great extent as shown by a mean of 4.62, product differentiation contributed to the growth of the supermarkets as shown by a mean of 4.50, mergers and acquisition as shown by a mean of 4.43, price skimming as shown by a mean of 4.32, diversification as shown by a mean of 4.28 and joint ventures as shown by a mean of 4.17. The study further revealed that when it comes to marketing in organizations cost leadership strategy. While the cost leadership strategy can be highly successful, it can be difficult to employ. It involves marketing organization as the cheapest source for a good or service. This means that organizations need to minimize their costs and pass the savings on to the customers.

4.5 Discussion of the Findings

The study revealed that the supermarkets have adopted diversification strategy of organizational growth. Barney and Jay (2008), described diversification as where a company enters a new market or industry which the organization is not currently operating in. In this strategy the organization also introduces new products to the new market. The diversification strategy is a considerable and important for firm valuation, but there is significant divergence on whether or not diversification creates long-run competitive advantage and growth.

The study revealed that by bringing together supermarkets with different skills and knowledge bases, a joint venture creates unique and usually synergistic learning opportunities for the partners. The increase in skills and knowledge from different parties

increase the operational efficiency leading to lower costs. Lower costs lead to increase in profits as a sign of organizational growth. The study findings concurs with Goedhart and Wessels (2010), that for a supermarkets to remain competitive it has to understand the prevailing challenges within the environment and this will influence the approach or the strategy to be implemented to counter these challenges.

The study further revealed that price skimming strategy has been adopted in supermarkets in Nairobi and plays a key role in achieving organizational growth. The study findings are in line with Inkpen (1998), the firm sets a relatively high price for a product or service at first, then lowers the price over time. It allows the firm to recover its sunk costs quickly before competition steps in and lowers the market price. This strategy allows the firm to make higher profits in the beginning thereby raising their cash. This cash can be used to raise the assets of the firm leading to organizational growth.

The study revealed that merging and acquisition strategy has been adopted in supermarkets in Nairobi .The study findings are in line with Scholes and Whittington (2008), that the strategy is applicable by companies where with financial capability may purchase another company or a particular product line of that company. When a company acquires another or a product line the size of the organization grows in size as well as product lines. This leads to growth of the organization in the long run by increasing the number of employees to handle the new business lines as well increased profit from the additional ventures.

The study revealed that the supermarkets in Nairobi have to a great extent adopted production differentiation strategy for organizational growth. The study findings are in line with Pawaskar (1999), Production differentiation is a strategy adopted by a firm through application of new design to gain a competitive advantage. It involves distinguishing a product or service from others, to make it more attractive to a particular target market. This leads to organizational growth by way of increased size and independence of firm`s sectors where decision making is faster leading to smooth operations. New designs in production as a result of differentiation leads to increased sales which in turn increases the firm`s profit leading to growth.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of the study findings, conclusion and recommendations. The chapter is presented in line with the objective of the study which was to establish the strategies adopted by supermarkets in Nairobi to achieve organizational growth.

5.2 Summary of the Findings

The study revealed that the supermarkets have adopted diversification strategy of organizational growth. Barney and Jay (2008), described diversification as where a company enters a new market or industry which the organization is not currently operating in. On joint venture strategy the study revealed that by bringing together supermarkets with different skills and knowledge bases, a joint venture creates unique and usually synergistic learning opportunities for the partners. The increase in skills and knowledge from different parties increase the operational efficiency leading to lower costs. Lower costs lead to increase in profits as a sign of organizational growth.

The study further revealed that price skimming strategy adopted in supermarkets in Nairobi plays a key role in achieving organizational growth through setting a relatively high price for products or service at first, then lowers the price over time. It allows the firm to recover its sunk costs quickly before competition steps in and lowers the market price.

On merging and acquisition strategy in supermarkets in Nairobi, the study revealed that this strategy is applicable by companies where with financial capability may purchase another company or a particular product line of that company. When a company acquires another or a product line the size of the organization grows in size as well as product lines. This leads to growth of the organization in the long run by increasing the number of employees to handle the new business lines as well increased profit from the additional ventures.

5.3 Conclusion

The study concludes that, the supermarkets have adopted diversification strategy of organizational growth. The diversification strategy is a considerable and important for firm valuation, but there is significant divergence on whether or not diversification creates long-run competitive advantage and growth.

The study further concludes that price skimming strategy has been adopted in supermarkets in Nairobi and plays a key role in achieving organizational growth. This strategy allows the firm to make higher profits in the beginning thereby raising their cash. This cash can be used to raise the assets of the firm leading to organizational growth.

The study concludes that the supermarkets in Nairobi have to a great extent adopted production differentiation strategy for organizational growth. Production differentiation is a strategy adopted by a firm through application of new design to gain a competitive advantage. It involves distinguishing a product or service from others, to make it more attractive to a particular target market.

The study concludes that merging and acquisition strategy has been adopted in supermarkets in Nairobi that the strategy is applicable by companies where with financial capability may purchase another supermarkets or a particular product line of that supermarkets. When a supermarkets acquires another or a product line the size of the organization grows in size as well as product lines. This leads to growth of the organization in the long run by increasing the number of employees to handle the new business lines as well increased profit from the additional ventures.

5.4 Recommendations for Policy and Practice

Based on the findings supermarkets in Nairobi have been identified that they must devise strategies in order to cope up with the environmental changes, they have to continuously scan the environment and be able to respond accordingly. The researcher recommends that supermarkets should not only concentrate on discussed strategies but also emphasize on developing extensive distribution channels to gain a competitive edge in the market.

The study recommends that the supermarkets need to adopt product and service innovations strategies and provide the favourable environment by encouraging research and development; providing financial sources to support new innovations; putting efficient programs and policies; promoting positive innovative culture systems; promote knowledge management and motivating innovators to benefit from organizational innovations.

To gain the competitive advantages arising from supermarkets in Nairobi, it is prudent to take a full view on the management of the supermarkets. The study recommends consideration of aligning the relationships to the supermarkets' strategic requirements,

inculcating strategic management, and ensuring productive mode of operation and personal strategies to enhance the value of the relationships.

5.5 Limitations of the Study

This study has several limitations. The study was limited to 36 supermarkets in Nairobi. A more comprehensive examination of strategies adopted by supermarkets in other parts to achieve organizational growth in the study. This would offer insight into the way strategies adopted by supermarkets to achieve organizational growth is related to other levels of governance of other businesses.

Data collection was limited to primary sources. The study would gain better insight into strategies adopted by supermarkets in Nairobi to achieve organizational growth by collecting secondary data of these supermarkets.

5.6 Suggestions for Further Research

This study looked at strategies adopted by supermarkets in Nairobi to achieve organizational growth. This study had a limitation of inconsistencies in strategies adopted by supermarkets in Nairobi. Future Studies should be carried out to address strategies adopted by supermarkets in other areas in Kenya to generalize the findings.

Due to the importance of having high to strategies to achieve organizational growth, further studies should explore the areas that relate to organizational growth. This will go along incorporating other strategies hence maximizing profits for supermarkets.

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APPENDICES

Appendix I: Research Questionnaire

(a) Tick appropriately for choices in brackets and/ or fill in the spaces provided.

(b) Feel free to give any more relevant information not covered in the questionnaire.

SECTION A. RESPONDENTS BACKGROUND

1. Highest education level.

Diploma Undergraduate degree

Postgraduate degree Professional course

2. Gender.

Male Female

3. Age group. (Tick appropriately)

Below 25 years 35-45 years

25-35 years above 45 years

4. How long have you worked with in the supermarket

Below 2 years 3-6 years

7-10 years 11-15years

Above 15 years

5. Do you know what strategy is?

Yes [] No []

SECTION B. TYPES OF STRATEGIES

6. Do you understand types of strategies?

Yes [] No []

7. If yes for question 6, which strategies do you use among the following?

Diversification [] Mergers []

Joint-Ventures [] Acquisition []

Growth strategy [] Product differentiation []

Price-skimming []

Any other.....

8. Are you satisfied with the strategies being used?

Yes [] No []

SECTION C. STRATEGY AND ORGANIZATIONAL GROWTH

10. To what extent do the strategies below contribute to the growth of your organization?

Where 1= Not at all 2= to a little extent 3= moderate extent 4=great extent 5= very great extent

Strategies	1	2	3	4	5
Diversification					

Joint Ventures					
Growth Strategy					
Mergers and Acquisition					
Price skimming					
Product Differentiation					

Thank you for your participation

Appendix II: List of Supermarkets in Nairobi

Sn	Name	Physical Location
1	A & D Mini Market	Fairview Road
2	Acacia Supermarket Ltd	Naivasha Road
3	African Grocers Ltd	Argwings Kodhek Road
4	Alliance Supermarket	Nairobi
5	Amici Supermarket	Nairobi
6	Andrews Selection Ltd	Basel House, Outering Rd
7	Anil's Shoppe Ltd	Muhoho Avenue Armed Forces Canteen
8	Organization	Off Juja Road
9	Baraniki Investment Ltd	Kikuyu Road
10	Betcam Savers Supermarket	West Kamiti Road
11	Broadway Supermarket	Thika Road
12	Buru Buru Mini Supermarket	Wab Hotel Building Mumias Road
13	Centaline Supermarket	2nd Avenue 2nd Street
14	Chandarana Supermarkets Ltd	Mobil Plaza Grd Flr, Muthaiga Road
15	City Mattresses Ltd	Lusaka Road
16	Clean Way	Valley Arcade Gitanga Road
17	Clear Cut Supermarket	Kendi House, Grd Flr Dagoretti Road
18	Cobb Supermarket	Ndovi Building, Kamunde Road
19	Continental Supermarket Ltd	Waiyaki Way
20	Corner Supermarket	Off Moi Drive
21	Crown Supermarkets Ltd	Nairobi
22	Cyfra Mini Supermarket	Njema Court Grd Flr, Rhapta Rd
23	Davestar Supermarket	Off outering Road
24	Dds Supermarket	Off Waiyaki Way
25	Deep Canal	Mugoya Shopping Centre, Grd Floor
26	Deepak Cash and Carry Ltd	Ole Shaparo Avenue
27	Eagle Supermarket	Wab Complex Grd Flr, Mumias South Rd
28	Ebrahim & Co Ltd	Moi Avenue
29	Esajo Supermarket	Nairobi
30	Express Supermarkets	Riruta Shopping Centre, Naivasha Road
31	Fiardeal Shop & Save Ltd	Rahimtulla Trust Building, Grd Flr, Tom Mboya Street
32	Fairprice Self Select Store	Embakasi Road
33	Fairrose Supermarket Ltd	Chai House Grd Flr, Koinange Street
34	Fali Provision Store	Mugoya Off Muhoho Avenue
35	Family Corner Ltd	Information Hous, Grd Flr, Mafangano Street
36	Fontana Supermarket	Nairobi

37	Food & Trade (K) Ltd	Ole Shaparo Avenue
38	G P S Supermarket	Kinyanjui Road
39	Gambo Supermarket	Kagundo Road
40	Gigiri Supermarket	Gigiri Shopping Centre, United Nations Avenue
41	Goodfare Stores Ltd	City Maret, Muindi Mbingu Street
42	Green Forest Supermarkets Ltds	Moi Drive
43	Guestcare Supermarket	Rose Garden Nairobi
44	Guestcare Supermarket	18th Street Nairobi
45	Homebound Supermarket	Kitengela Road
46	Jack & Jill Extravaganza Ltd	Haile Selassie Avenue
47	Jack & Jill Supermarket Ltd	Race Course Road
48	Jawa's Supermarket Ltd	Par Place Magadi Road
49	Jej Supermarket	Golf Course Centre, Grd Flr, Mbagathi Road
50	Jemu Supermarket	Nairobi
51	Jesica Supermarket & Wholesale	Mombasa Road
52	Jesa Supermarket	Magic Conerner Building Ground Floor, Moi Drive
53	Jopampa Provision Store	Mchumbi Road
54	Joster Mini Market	General Waruinge Street
55	Juja Road Fancy Store Ltd	Nairobi
56	K & A Self Selection Store Ltd	Koinange Street
57	Kaaga Mini Market Ltd	Nairobi
58	Kahawa Gateway Supermarket	Nairobi
59	Kalumos Trading Co Ltd	Wanja House Moi Drive Off Kangundo Road
60	Kanyaki Supermarket	Tusker House Ronald Ngala Street
61	Karen Supermarket	Nairobi
62	Kenton Supermarket	Nairobi
63	Kikomba Mattress Limited	J.J. Shah & others Grd Flr, New Pumwani Road
64	Langata Grocers Ltd	Hardy Building Tembo Road
65	Leadway Supermarkets Ltd	Thika Road
66	Lucy Stop Supermarket	Brilliant Hotel Gr. Floor, Muranga Road
67	Makenia Mini Supermarket	Kahore Traders Building Grd Flr, Muhoho Avenue
68	Marketways Ltd	Valley Arcade Shopping Centre, Grd. Flr Gitanga Road
69	Mega Market Ltd	Mfangano Street
70	Mesora Supermarket Ltd	Mesora Kenol Grd Flr, Mumias Road
71	Metro Cash & Carry (K) Ltd	Mombasa Road
72	Midas Touch Suermarket	Vumira House, Daidai Road

73	Mulika Mini Market	Off Thika Road
74	Mumsies Supermarket	Major Kinyanjui Street, Off Easteleigh Avenue
75	Muthaiga Mini Market	Muthaiga Shopping Centre, Grd. Flr, Limuru Road
76	Muthaite Trading Co. Ltd	Muthaiti Avenue
77	My Economy Supermarkets Ltd	Kibera Drive
78	Nafrom (K) Ltd	Nafrom Building, Grd Flr, Magadi Road
79	Nairobi Wholesalers	Koinange Street
80	Nakumatt Lifestyle	Monrovia Street
81	Nakumatt Mega	Grd Flr, Uhuru Highway
82	Nakumatt Eastlands	Kayole Spine road
83	Nakumatt Industrial Area	Lunga Lunga Road, Industrial
84	Nakumatt Embakasi	Nairobi
85	Nakumatt Village Market	Village Market Complex
86	Nakumatt Ukay Centre	Ukay Centre, Ring Road
87	New Westland Stores Ltd	Waiyaki Way
88	Ngara Road Self Service Store	Kiambu Mwitumberia Grd Flr. Ngara Road
89	Niches Ltd	Mchumbi Road
90	Nine To Nine Supermarket	Diamond Plaza Grd. Flr Masari Road
91	Njewa Supermarkets	Crafty Hand Plaza Grd Flr, Kamunde Road
92	Nova Supermarkets Ltd	Komarock/Kayole Rd
93	Nuru Supermarket	Nairobi
94	Nyeri Supermarket Ltd	Nairobi
95	Omisago Supermarket	Ngong Road
96	Ongata Rongai Supermarket	Nairobi
97	Pajel Holdings (K) Ltd	Jasho House, Grd Flr Moi Drive
98	Pals Point	Mugoya Shopping Centre, Grd Floor
99	Park & Shop Supermarket Ltd	Super House Outering Road
100	Parklands Pricerite Ltd	Parklands Road
101	Pawn Industries Ltd	Peponi Road
102	Poravim Supermarket	Maasai Shoping Centre, Kitengela Road
103	Portway Stores Ltd	Uhuru Highway
104	Raken Supermarket Ltd	Ngong Road
105	Ridgeways Supermarket	Ridgeways Road, Off Kiambu Road
106	Ridhika Supermarket	Rabai Road Estate, Off Rabai Road
107	Right Supermarket & Wholesalers	Birongo square, Muthaite Street
108	Rikana Supermarkets Ltd	Outer Ring Road
108	Rikana Supermarkets Ltd	Trafalgar Plaza Grd Flr, Jogoo Road
109	Rosjam Supermarket	Nairobi

110	Rupam Corner Traders Ltd	Amani Plaza 3rd Parklands Avenue
111	Safeway Hypermarkets Ltd	Buru Buru Shopping Centre, South Mumias Road
112	Sainbury Sales Services Store	Lavington Green Centre Grd Flr, James Gichuru Road
113	Sakim Supermarket	Nairobi
114	Savannah Self Ridges	Savannah House Ground Flr
115	Savemore Supermarket	Muhoho Avenue
116	Schilda Supermarket Ltd	Thika Road
117	Select N' Pay Supermarkets	Kamiti Road
118	Seven Eleven	Ole Shaparo Avenue
119	Shahina	Mugoya Shopping Centre, Grd Floor
120	Sheela Supermarket Ltd	Diamond Plaza Grd. Flr Masari Road
121	Shelly Shopping Complex	Posta Sacco Plaza 12th Floor, University Way
122	Shop-in Style Supermarket Ltd	Loresho shopping Centre
123	Shoppers Paradise	Esso Plaza
	Shoppers Paradise Excitement	
124	Stores	Mpaka Road
125	South "C" Supermarket	Muhoho Road
126	Spring Valley Supermarket	Spring Valley Shopping Centre, Lower Kabete
127	Stagen Supermarket	Moi Drive
128	Star Supermarket	Outering Road
129	Starehe Supermarkets	Mfangano Street
130	Stellar Supermarkets Ltd	Outering Road
131	Sterling Supermarket	Travin House Grd Flr, Mfangano Street
132	Stuarts Supermarket	Nairobi
133	Sunshine Supermarket	Ngara Road
134	Supervalue Supermarkets	Harlingham Shopping Centre Ground, Argwings Kodhe Road
135	Supra Self Selection Stores	Nairobi
136	Thara Hill Supermarket	Kangemi Shopping Centre, Nairobi
137	Three Ways Supermarket	Off Murathe Road
138	Toyo Industries Ltd	Masari Road
139	Trolleys & Baskets	Kasuku Centre
140	Tusker Mattresses	Magic Store Grd Flr, Tom Mboya Street
141	Tusker Mattresses	Pioneer Hpuse Grd Flr, Moi Avenue
142	Tusker Mattresses	Munishram grd flr Mfangano Street
143	Tusker Mattresses	Grd Flr Hakati Road
144	Tusker	OTC Grd Flr, Ukwala Road

145	Uchumi Supermarkets	Buru Buru Shopping Centre, South Mumias Road
146	Uchumi Supermarkets	City Square
147	Uchumi Supermarkets	Jogoo Road
148	Uchumi Supermarkets	Kimathi
149	Uchumi Supermarkets	Koinange Street
150	Uchumi Supermarkets	Langata
151	Uchumi Supermarkets	Langata Hyper
152	Uchumi Supermarkets	Market Branch
153	Uchumi Supermarkets	Nairobi West
154	Uchumi Supermarkets	Ngong Hyper
155	Uchumi Supermarkets	Ngong Road
156	Uchumi Supermarkets	Parklands Road
157	Uchumi Supermarkets	Railways
158	Uchumi Supermarkets	Sarit
159	Uchumi Supermarkets	Taveta Road
160	Uchumi Supermarkets	Temple Road
161	Uchumi Supermarkets	Westlands
162	Ukwala Supermarkets	Tom Moby Street
163	Umoja Mini Markets	Outerring Road
164	Umoja Selections	Moi Drive
165	Uncle Jim's Supermarket	Jowang Ground, Juja Rd
166	Urban Supermarket	Juja Road
167	Uthiru Wayside Supermarket	Uthiru Shopping Centre Waiyaki Way
168	Venture Supermarket	UTC House, Mama Ngina Street
169	Vishal Kenya Ltd	Roanald Ngala Street
170	Westlands General Stores	Westlands Mnasion Grd Flr, Mpaka Rd
171	Whitestar Supermarket	Nairobi
172	Woodley Grocers (1977) Ltd	Ngong Road
173	Yetu Supermarkets & Distributors	Nairobi
174	Kamindi Supermarket	Moi Drive,Umoja

DATA BY: NAIROBI CITY COUNTY - 2015