

**SUPPLY CHAIN MANAGEMENT PRACTICES AND
PERFORMANCE OF THREE TO FIVE STAR HOTELS IN
NAIROBI**

BY

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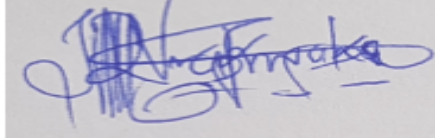
**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD
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DECLARATION

STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been presented to any institution or university other than the University of Nairobi for examination.



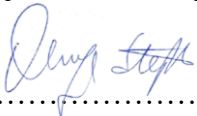
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SUPERVISOR'S DECLARATION

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

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DEDICATION

I dedicate this project to my family Nyameja, Ratego, Hera to Mum and Dad thank you for the foundation.

ACKNOWLEDGEMENT

To God Almighty thank you for the provisions. To my supervisor Mr. Onserio Nyamwange and moderator Madam Nancy Marika thank you for the support and guidance I will forever remain grateful. To the respondents thank you for your input. Lastly to my classmates thank you for the encouragement.

ABBREVIATIONS AND ACRONYMS

JIT	Just-In-Time
KNBS	Kenya National Bureau of Statistics
NT	Network Theory
RBV	Resource Based View
RDT	Resource Dependency Theory
SMEs	Small and Medium Enterprises
SC	Supply Chain
SCM	Supply Chain Management
SCMP	Supply Chain Management Practices
SCQM	Supply Chain Quality Management
SPSS	Statistical Package for Social Sciences
TQMP	Total Quality Management Practices
VMI	Vendor Managed Inventory

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ABSTRACT

The aim of this research was to ascertain the influence of Supply Chain Management Practices on Operational Performance of 3-Star to 5-Star Hotels in Nairobi, Kenya. The study was steered by two objectives; determining the extent of adoption of Supply Chain Management Practices and to investigate the correlation amongst Supply Chain Management Practices and Operational Performance. Descriptive design was the methodology employed. Every Three-Star to Five-Star Hotels in Nairobi which are 36 constituted the population and thus census was deployed. Primary data was used which was acquired using questionnaires sent through electronic mail. The respondents included supply chain managers, operations managers and procurement officers and 31 questionnaires were returned translating to 86% which was deemed sufficient. The findings indicate that Strategic Purchasing, Lean Management, Supply Chain Information System and Customer Relationship Management were adopted to a large extent while Outsourcing was adopted to a Moderate extent. The findings also established that SCM Practices have an affirmative and relevant effect on Operational performance. Supply Chain Management Practices (Strategic Purchasing, Lean Management, Supply Chain Information System and Customer Relationship Management) were found to significantly influence cost. Quality and dependability to a large extent except Outsourcing. The paper recommends that Three-Star to Five-Star Hotels should fully adopt those practices which are moderately adopted like Outsourcing and that other firms and industry should adopt SCM Practices to enhance their Operational performance. The study did not realize 100% response rate and did not also establish the factors that drive and milestones faced by Supply Chain Management practice implementation. The researcher suggests that this study should be replicated in other sectors like manufacturing or Public sector to see if the findings will be conclusive.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In Kenya, the hospitality industry has been lauded as being among the top three earners of revenue among all the sectors of the economy. The nature of its high earnings creates an extremely dynamic and competitive atmosphere amongst its players. This necessitates superior quality product and service offerings. With an increased focus on cost reduction and improved service delivery, the supply chain is considered as a strategic avenue through which sustainable competitive advantage can be attained. With supply chain management (SCM) importance increasing in today's organizational success, SCM has an aim of integrating key organizational elements from planning and controlling of inventory, logistics provision and flow of information across the supply chain (Handfields & Nichols, 2009).

Management of supply chains in an effective manner is a potential measure to secure the organisation secures a competitive edge and its performance is improved as competition is no longer between companies as the competition has moved to their supply chains (Li, 2006). Handfields and Nichols (2009) define management of Supply chains as "An integrative philosophy to manage the flow of a distribution channel from supplier to the ultimate user". Mentzer et al. (2001) define management of supply chains based on two aspects. First, it is a number of activities which are for implementation of philosophies in management, which implores organizations to institute with their philosophies. The measures which are necessary to implement a successful philosophy of SCM philosophy include; Integrated Behavior, Cooperation, Integration of Processes, mutual information sharing and mutual risks and rewards sharing. Secondly, their work defines SCM as a set of management measures. This relates to shifting the focus from the activities that constitute SCM to management processes. Mentzer et al. (2001) further fronted that the purpose guiding the developing of SC arrangements in order to achieve a competitive edge. They propose that SCM implementation improves customer values and satisfaction of needs of customers which ultimately result to improved competitive edge, thus improves profitability for supply chain members as well as lower costs. Further, their work suggests that the scope of SCM is both organisational and functional. The functional aspect of SCM referring to the functions in business that are traditional business and are part of the implementation process, while the

organizational scope relates to inter-firm relationships relevant to participation supply chain partners in the implementation process.

The study was steered by Resource Dependency Theory, Network Theory and Resource Based View Theory. Resource dependence theory explains how resources from outside given firms impact on organizational operations (Pfeffer & Salancik, 1978). Network Theory is of the view that Performance of organizations in terms of excellence is dependent on how efficiently they cooperate with their partners and how well they are run internally (Halldorsson et al., 2007). A resource- based view justifies an organization's ability to gain competitive advantage when the end product is not easily duplicated by competitors enabling the firm to create a competitive barrier (Mahoney & Pandian, 1992).

1.1.1 Supply Chain Management Practices

These are activities which an organisation makes use of to effectively promote its supply chain management. Donlon (1996) gave a description of the latest SCM practices to have the following compression of the cycle time, continuous sharing of information technology and sharing of processes (Tan 1998). Others like Chen (2004) noted that in measuring the buyer-supplier relationship they used communication, relationships on long-term basis, reduction in their supply base, cross functional teams. Cuthbertson (2008) define best SCM Practices as initiatives that influences SC, being part of it or the process itself. Contextual factors influence these practices for example industry type, size of the firm, position on SC, length and type of SC. Li (2006) noted that capability of JIT, management of customer service, characteristics in SC, sharing of information, integration of supply chain among other were indented by Tan (2002) as some aspects of SCM.

Faced with a competitive global market within the hospitality industry, there is need to focus on core competencies to manage value adding operations both internally and externally. Some organisations have optimized their supply base to effectively manage their strategic suppliers. (Mason 1996). Supply chain management practices (SCMP) are multi- faceted concepts that encompass the downstream and downstream supply chain sides. Donlon (1996) highlights outsourcing, partnering with suppliers, sharing of information, cycle time and a continuous flow as part of SCMP. Curthbertson (2008) defines best practices as initiatives that influence the supply

chain being part of the process itself. Alvaro and Kotzab (2001) focus on essential competencies such as lean inventory by postponement as some of the practices of SCM.

Tan et al (1998) indicated practices for management of supply chains management practices are relationship with customers, quality and purchasing. Tan et al (2002) adds integration of the supply chains, sharing of vital information, management of the customer service, capabilities of just in time and proximity in geographical location. A study by Lee (2004) emphasizes five measures across the supply chains which are essential in the creation of responsiveness in the supply chain. They include the use of outsourcing strategy, maintenance of partnerships that are strategic with suppliers. Sharing of vital information, modularity of the products and maintenance of relationships with customers.

1.1.2 Operational Performance

Voss et al. (2012) describes Operational Performance as that part of an entity's processes that may be measured. The researchers add that it entails indicators as managing of stock, cycle and lead times, general productivity, timely as per deliveries, quality, responsiveness and reliability. Operational performance has been referred to by Srinivasan et al. (2011). Gunasekaran and Kobu (2007) defines effectiveness as the rate which the requirement of the clients is fulfilled. Efficiency on the other hand is ensuring that those resources which are used to fulfil the customer's needs are used properly and, in the process, saving cost as opined by Shepherd and Gunter (2010). Birach (2011) came up with some indicators that can quantify performance and they include measuring of lead time, inventory, quality, delivery time, order fill rates, response rate, flexibility and order fulfilment. Total Quality Management is an important tool for a company that wants to improve its performance, has efficiency and increases its bottom line hence firms practicing TQM have a competitive edge compared to those that do not (Elisa et al., 2013).

The management therefore has the responsibility of integrating all the members along the chain for them to ensure that all functions and processes work in unison. Salem (2003) notes that a firm's performance largely rest on how effective and efficient its operations are run. Operational performance entails the ability that a firm has in achieving its mission by way of governing and how they are dedicated to achieve their set objectives and goals (Elisa et al., 2013). Operational performance basically involves how a firm performs against its set goals like reducing waste, its

productivity and complying with ecological standards, rules and regulations (O'Brien, 2009). Operational control is the goal which the operational performance is trying to achieve. It is that process which makes sure that a firm is able to follow through actions while aiming to meet its objectives. Hubbard (2009) concludes that a company that achieves these goals excels in its operational performance.

1.1.3 Hotel Industry in Nairobi

The national bureau of statistics developed and released the 2018 economic report of the country which indicated an increase in hotel bed- night's occupancy of 11 percent from 6.4 million beds in 2016 to 7.2 million beds in 2017. The Kenyan hospitality industry has evolved from the coast region for the first time. Training on hospitality was started in Utalii College in 1975 although the facility had a limited capacity. The industry offers services like beverages, foods and lodging. The business operations of the industry are directly related to the operations in business in the tourism sector. According to Wadongo et al. (2010), significant contribution has been made by the hospitality industry for the development of the country's economy. The hotel industry is one of significant sectors in the hospitality business.

Globally, restaurants use Michelin star rating system to rate the restaurants based on the Stars. The red Michelin guide is the basis of Michelin star system as it is used in grading of restaurants based on quality of service. The framework was made in 1900 with a specific purpose to show the French drivers where the restaurants and other local amenities could be found. The system of rating was introduced initially in 1926 as a single star as the second and third stars familiarized in 1933 (Boxell, 2011). Based on the guide, a single star identifies a restaurant as very good, two stars indicate excellent cooking with detour, three stars show exceptional cuisine which is worth a special journey as explained by Dixon (2008). The starred restaurants listing is updated annually.

Hotels in Kenya are operating in high competition (Kamau & Waudu, 2012). This is undertaken upon request from stakeholders or whenever the Minister of Tourism deems it appropriate. The results are made public through the Kenya Gazette showing each hotel against its rating in its specific circuit. The town hotels normally take the lead in business and influence in as far as service quality and infrastructure are concerned. With the agility in the industry the need for

accommodation has significantly increased for non-tourist guest. By February 2018 less than 6(six) months after the elections in 2017 Kenya recorded a 20% growth in tourism this was a good show for the sector and the economy in general. In the past election periods and hastened political activities has always negatively affected the Tourism sector, and to an extent the Hotel sector. For example, in 2007-2008 the statistics show that the Industry was heavily affected. Internationally tourist arrival went down from around 1.8m in 2007 to 1.2m in 2008 with revenues going down from Ksh.65 billion to Ksh. 52 billion a drop of about 20 per cent. Previous in 2002 the sector was also affected with earnings going down by a whole 11 percent from Ksh.34 billion in 2001 to Kshs. 21 billion in 2002.

The Ministry of Tourism established the Tourism Regulatory Authority in 2011 under section 4 of the Tourism Act No.28 mandating and regulating the Tourism sector in the country, these includes regulatory role, standards, and guidelines to the vital industry. These powers are vested from the Tourism Act 2011, the regulator has several functions and these include: -registering of tourism activities and services throughout the country according to the tourism strategy in place, developing and implementing in conjunction with other stakeholder's criteria for standardization and classification of a tourism facility and its services among other functions (GOK, 2018)

1.2 Research Problem

Competition from the global market has made organizations to downsize and focus only on their competencies and strive to realize organizational performance by management of their purchasing activity effectively and maintenance of strategic relationship with their suppliers across the supply chain. Management in supply chains is how an organization utilizes their process of supply, their capability and technology to enhance entities performances (Farley, 2007). It also entails the coordination of the functions of distribution, logistics, manufacturing and material handling in an organization (Lee & Billington, 2002). Majority of organizations have cut down on their supplier bases in order to effectively manage their relationships with those suppliers that are more strategic to them. The purchasing organizations are coming up with a framework of cooperation and mutuality in benefits across all relationships with their suppliers as suppliers are considered extensions of their organizations.

Liberalization of the economy and globalization, there is a lot of competition in the service industry as a result, they have to adapt to changes in order to prosper. The hotel industry is facing pressure from customers as customers they are required to provide efficient and unique services. The hotel industry is fast growing and as a result hotel poses different practices for supply chain management like supplier/customer management of relationships, lean management, outsourcing, information sharing reverse logistics and many more. However, it is not known which of the practices are utilized by Hotels in Kenya (Rilley, 2010). Fantasy et al. (2010) observe that, “As the competition to gain customers becomes more intense, the hospitality industry has faced increasing pressure to find new approaches to create and deliver benefit through SCM practices as it improves the organisational performance”. The Hotels therefore try as much as possible to embrace these practices so that they can stay ahead of the business.

There exists a wide range of studies both globally and locally on SCM practices. Globally, Ali, et al. (2020) focused on eco designing, eco sourcing, green manufacturing, green storage, eco transportation and recyclability and found out that the above practices influenced performance of CPEC projects. Bimha, Hoqu and Munapo (2020) noted that Effective SCM practices can give firms competitive edge among SC partners and influenced the competitiveness of Petroleum Industry in Zimbabwe. Liu, Hu, Tong and Zhu (2020) established that eco design, eco production and backward logistics affects associations with customers and suppliers and influences organizational performance. Basheer et al. (2019) focused on exploring the role of practices of total quality management (TQMP) and practices for management of supply chains (SCMP) in Pakistan’s Textile industries performance. It was established that SCM influences an organisations performance. Khalil and Khan (2019) studied on the impact of practices of management of supply chains on the organisation performance, with a mediating role of innovativeness in SMEs. The study reveals that not all SCM practices influence performance. Hong et al. (2019) undertook a research on the effect of practices of managing quality in the supply chain and their capabilities on operations, innovation performance of manufacturing industry in China. It was observed that SCQM is an effective way to achieve operational performance.

Locally, Maina, Njehia and Kiprotich (2020) focused on SCM approaches and organizational performance of the dairy industry in Kenya. It was noted that SCM Practices influences market share, Cost Quality and Customer satisfaction. Mutua and Kirui (2020) studied on SCM Practices

and Performance of Flour Millers in Nairobi. It was established that managing client's relations, Sharing of pertinent Information and Outsourcing had an affirmative and substantial association with performance of the flour millers. Ondoro (2018) focused on practices of supply chain management and the Nairobi region hotels industry competitive advantage. The findings indicate that supply chain management practices do not significantly give an entity competitive advantage. Musau (2018) undertook a study on management of supply chain determinants of performance in organizations among Kenya's textile manufacturers and the results indicate that buyer supplier relationship, information system, inventory management, management of the transport function and management of warehouses in a positive manner and significantly affect performance in organizations. Kiarie (2018) studied on the influence of practices of managing supply chains that are contemporary on Kenya's large manufacturing firm's performance. It was established that all contemporary SC practices (management of customer relationships, management of supplier relationships, outsourcing, lean and information technology affirmatively impacted performance.

This indicates that locally there exists no study that may be used by the stakeholders to understand and fully embrace SCM Practices that will improve performance in an organization and in this case the Hospitality industry. The study aimed at filling this gap by addressing the subsequent queries: What are the SCM Practices embraced by three- to- five - star hotels in Nairobi? How these Supply chain management affect the Operational Performance of three- to- five - star hotels in Nairobi? The purpose of the paper therefore was to establish the correlation amongst Supply chain management and Operational Performance of three- to- five - star hotels in Nairobi.

1.3 Research Objectives

The research had two main objectives:

- (i) To establish the Supply chain management practices adopted by the three-to-five-star hotels in Nairobi.
- (ii) To determine if the Supply chain management practices affect the Operational Performance of the three- to- five - star hotels in Nairobi

1.4 Value of the study

Kenya stands out as a significant tourist destination based on its popularity. The study seeks to highlight SCM practices that can be adopted within the Kenyan Hospitality sector for competitive advantage, for performance improvement within the region and even globally.

The study will offer an understanding to managers on different levels in not only the hospitality sector but in other sectors as well to align strategic objectives and supply chain management practices accordingly for the enhancement of performance.

The findings can be used by other researchers and those in academics for future research within the Hospitality industry. The research recommendations as well as findings will help researchers as a source of reference and as a guide for future areas of study gaps, to stimulate interest in the subject area for further research.

To the consultants in the sector, they will have insight into more sustainable practices in SCM that can help organizations perform better.

CHAPTER TWO: LITERATURE REVIEW

2.1: Introduction

This segment presents literature review that are associated with practices in management of supply chains and Operational Performance. Specifically, the chapter focused on the relevant theoretical foundations, explore the supply chain management practices, Operational Performance measurement, empirical and conceptual framework.

2.2 Theoretical Foundations

Existing theories in SCM that might be pertinent to best practices of SCM and Operational Performance are discussed. The framework of the current study covered Resource dependence theory (RDT), the Network Theory (NT) and the Resource-Based View (RBV) Theory.

2.2.1 Resource Dependence Theory

This explains how resources from outside given firms impact on organizational operations. It was formed in 1978. The significant argument of RDT is that organizations depend on resources which originate from the environment made up of various organizations. The resources one organization needs are held by another organization. Resources are the basis of power and therefore legally independent organizations rely on multidimensional resources and may be unable to come up with alternative initiatives for multiple resources hence organizations may adopt strategies to integrate vertically or horizontally with other firms. RDT depicts organizations reliance on each other's resources such as raw materials, goods, services, finance, and knowledge, to enable facilitate their success.

The theory is based on an assumption that very few firms can sustain their operations from internal critical and strategic resources hence they should depend on others for resources that can help them improve performance (Heide, 1994).. It is vital for suppliers to provide rare materials or products, for the firm to use the materials or products well and for the customers to effectively use and dispose of the products in the right way as required. According to this theory, partners in the supply chain depend on each other for strategic resources. The concept will enable firms across the chain of supply to undertake a review of activities and decide which should be done within the firm and

which should be outsourced, the positions, roles and responsibilities that participants in the supply chain would play, and finally whether there should be incentives between the participants to further outcomes

2.2.2 Network Theory

Performance of organizations in terms of excellence is dependent on how efficiently they cooperate with their partners and how well they are run internally. A network is a result of complex interrelations between organizations that relate over a period and Network Theory (NT) may be utilised for conceptualised analysis of the reciprocity in relationships that are cooperative in nature as Partnerships between firms enable them to combine resources and the end result is a higher achievement of objectives in comparison if the functions were done individually. The resource value is derived from its summation of all the other resources and that provides for the importance of organisation linkages (Halldorsson et al., 2007).

This theory is related to the study as supply chain is made up of different players like suppliers, customers and staff members whom when brought together form a single network of interrelatedness. All these players along the supply chain are related in one way or the other and for the supply chain to be effective and achieve organisational performance, the players have to form a single network which brings all the parties together. The strategic supplier partnerships are directly impacted by this theory. Networks can be internal where firms own most of their assets associated with the business, stable where assets are owned by several firms or dynamic where there is extensive outsourcing. Organizations must build proper networks with linkages that encourage free flow of information with their suppliers.

2.2.3 Resource Based View

The theory justifies an entity's ability to gain competitive advantage when the end product is not easily duplicated by competitors enabling the firm to create a competitive barrier (Mahoney & Pandian, 1992). RBV can guide firms while making outsourcing decisions. Organizations can plan to acquire such competencies through cooperation with other firms. In the current global environment sustainability of organizations has shifted from organizational focus to competition between their supply chains, collaboration between organizations thus enables them to create

sustainability in resource availability that would not be possible without the collaboration. Kay (1997) argues that operational performance is developed by creation of distinctive and exploitative capabilities which are not easy to build, maintain make copies or emulate. The resources developed through integration in supply chain are more valuable than an individual firm's resources.

This theory is relevant as supply chain management practices can be adopted by the Hotels and be used as rare resources which gives them a competitive edge over the other Hotels. The Hotel can form strategic partnerships with the suppliers and use this to their advantage by making the suppliers become resources that they can depend on when in need and to be able to respond in an efficient manner in case of emergency which will give them an edge as compared to those that do not form strategic alliances and in time of emergency, they do not have the suppliers that they can turn to.

2.3 Supply Chain Management Practices

Practices of SCM entail a number of activities which are taken up by an entity to enhance effective SCM (Li et al., 2005). Earlier studies and literature emphasized the following dimensions of SCM practices. Donlon (1996) in his study focused on strategic partnership with suppliers, compression of the cycle time, outsourcing, sharing of ICT and continuous flow of the processes. Tan et al (2001) in an analysis of SCM practices, concerns and performance issues highlights on the following constructs: sharing of info, management of customer service, JIT capability, integration of the SC, characteristics of the SC and Geographical proximity. Min and Mentzer (2004) include these SCM practices in their measurement of SCM concepts; agreement on the objectives and vision, sharing of info, cooperation, maintain relationships on long term basis and undertake supply chain leadership in agreement.

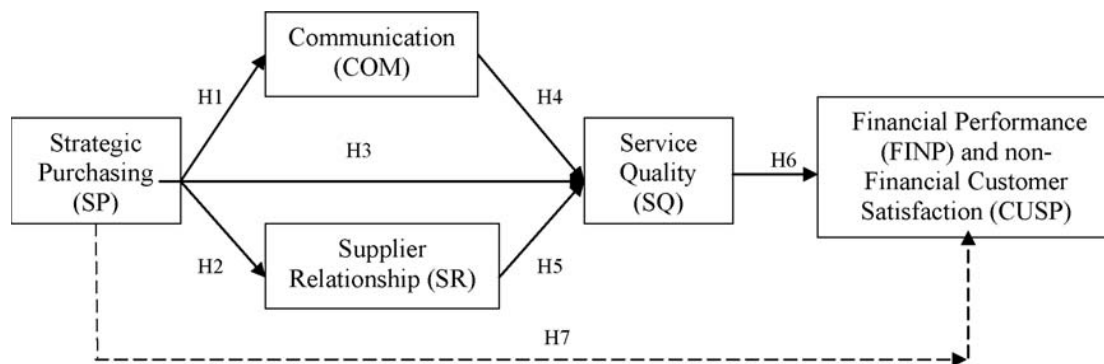
Li et al. (2005) identifies; partnership with strategic suppliers, maintain relationship with suppliers, share of information, quality information, maintain policies that are lean, and Postponement. Ulusoy (2003) pinpoints Logistics, relations with Suppliers, relation with customers and Production. Alvarado and Kotzab (2001) identify focus on competencies core to the entity, utilisation of systems shared by organisations like EDI and eradication of excess levels of inventory. Wadongo et al. (2010) attempt to develop dimensions for the measurement of performance in the Hospitality industry in Kenya. These dimensions include service quality,

utilisation of resources, performance of suppliers, competitiveness and environmental aspect. Each of these with their relevant performance indicators. This study therefore in reviewing literature adopts the following dimensions as relevant to the Hospitality Industry. These practices have been found to be the most adopted and with great effect to organisational performance by the Hotel industry across the globe and thus they have been adopted to see if the results can be conclusive.

2.3.1. Strategic Purchasing

Based on Alvarado and Kotzab (2001), Strategic purchasing refers to a process involved in planning, implementation and control of strategic and operation decisions in purchasing by directing activities in the function of procurement for opportunities which are in line with an organisations competency to realise their long-term goals. Strategic purchasing activities involve planning on a long-term basis, development and optimization of the relationship between suppliers and buyers alongside the supervision of the process of product development. Fantazy et al. (2010), using a structural equation model was embraced in developing purchasing strategy framework in Hospitality SC, investigated the correlation amongst SP, Supply Chain Management practices, and performance in the Canadian hospitality sector.

Figure 2. 1 Strategic Supply chain model in the Hospitality industry



Source: Fantazy et al. (2010)

According to Kanter (1994), proper relations are an asset since the period taken on processes by parties is elevated through minimisation of pre-qualification time, time to check credentials and the audit process time as parties can have access to their pooled resources, which subsequently allows for division of tasks and elimination of duplication of roles. According to Lambert et al. (1996), there exist three partnering types: type one has interactions that are limited, the second

type organisations have a long-time view of relationships, while in type three organizations share a significant operational and strategic integration and each firm perceives the other as an extension of itself. Partnerships that are strategic in nature are often for long periods of time and they are based on joint solving of problems and planning.

Li et al. (2004) define strategic supplier partnerships as “the long-term association between firms and their suppliers”. Further noting that these types of relationships enable an effective work environment in organisation with a lean supply base who are willing to invest and apportion accountability in product development and innovation. Companies that practice collaboration and early involvement of their vendors in the developing goods, appraising of their suppliers and evaluation of suppliers often mitigate risks across their chains of supply and enhance their performance while maintaining their commitment to timely delivery and quality of their products and services (Lysons & Farrington, 2006). Supply chain adeptness thus relies majorly on successful long-term interrelationships in which information is shared and there is collective solving of problems and trust is a key success factor (Hugo, 2004).

2.3.2 Lean Management

Leanness means a value chain that aims at eliminating waste, including wastage of time to enable an optimised (Naylor et al, 1999). Lean principle is a method of muda reduction in the manufacturing activities, through elimination of extra stocks, reduction of set-up times and inactivity (Lambert et al., 1996). JIT an aspect of the lean concept seeks to reduce inventory levels, maintain quality of product, and ensure equipment soundness (Cigolini et al, 2004). Organizations can employ the lean concept in a variety of ways. They can have products on framework contract and buy Just-In-time, they can reduce the supplier base and deal with a leaner supplier source, and they can reduce inventory levels, and establish stringent quality systems for their products. The use of any of the above lean techniques will no doubt reduce production or acquisition costs and the long-term effect is improved profit margins especially where these costs contains a direct substantial bearing on the total cost incurred by the organization. Vendor Managed Inventory (VMI) is an aspect of JIT technique and it involves decisions of replenishment of inventory being central in manufacturing or distribution chain. According to Lysons and Farrington (2006), VMI is normally based on hypothesis that the customer has entered into a synergetic or partnership agreement with a distributor who then stocks products

2.3.3 Supply Chain Information Sharing

Information sharing involves activities that disseminate information across systems, organizations, and people (Sun, 2005). Supply chain is a by-product of modern information revolution and past SCM research reveals that benefits such as; improved coordination in the supply chain, shorter lead-times, reduced inventory levels, smaller batch sizes, faster product development and so forth can be accrued through improved information linkages (Fawcett, 2009). Features that make up quality of information shared include its adequacy, credibility, timeliness and accuracy of the shared information (Moberg, 2002). There are repetitive examples in literature with regard to the effects of dysfunctional information delay as it moves across the chain of supply (Lee, 1997). Opportunistic behavior and Conflicting interests of associates in the chain of supply and irregularities in information across supply chain can affect information quality. As a result, there is need to ensure the quality of information being shared is guaranteed as it is a critical element for effective supply chain management (Feldmann, 2003).

2.3.4 Customer Relationship Management

This concept covers all measures which are adopted for management of complaints from customers, development of customer relationships and customer satisfaction level improvement (Noble, 1997). Day (2000), states that commitment in the relationships is most significant advantage that is sustainable as they are natural barriers to competition. Maintaining proper relationships with members along the supplies chain, is required to realise successful SCM programs implementation. Maintenance of close relationships with customers allows entities to differentiate their products from their competition, maintain loyalty of customers and enhance the value they provide to their end users (Wines, 1996)

2.3.5 Outsourcing

Lysons and Gilligham (2003) define Outsourcing to a practice in business that involves the hire of an outside party to undertake services and develop material, a function which would be undertaken in-house by the employees and management of a company. It is a practice that is often used by entities to cut down their costs. The practice bears a significant effect to the manufacture process and back to the office practices. It is undertaken by organisations as a measure to cut down their costs. As a result, it bears an effect on a variety of operations ranging from manufacturing process

to supporting customers. Outsourcing is an essential strategy in companies as the pressure on costs do increase as the customers make demands for more with less. When properly implemented, it may result in an increase in profit levels and low costs of supplies (O’Riordan & Sweeney, 2007). According to the authors, the most significant benefit of outsourcing will be lowering of prices, improved flexibility, enhanced proximity to the market, improved levels of service and satisfaction of customer’s needs. Lysons and Gillingham (2003) outlined a number of outsourcing benefits and they included; reduction of the cost of staff, increased functional flexibility, risk reduction and enhanced service consistency.

2.4 Supply Chain Management Practices and Operational Performance

Fynnes et al. (2012) opine that it is quite obvious that the study in the automotive industry affirms the use of collaboration significantly to enhance the supply chains operational performance. However, collaborative measures such as sharing of information, making of joint decisions and alignment of incentives do not result to improvement in performance levels. Llorens et al. (2003) noted that initial researchers measured performance in organizations basing on criteria’s that were financial and non-financial. The study therefore adopted the following items as measures of SCM performance in organisations. They include; enhanced departmental coordination, improved supplier coordination, enhanced costing accuracy and improved customer coordination. Increase in coordination between departments. A study by Chan (2003) provided a proposal of supply chain management frameworks which include both qualitative and quantitative metrics. The study developed the measures to evaluate SC performance which include metrics to evaluate order planning, evaluate suppliers. Evaluate production performance, evaluate delivery performance and to evaluate a firms strategic planning.

Ali et al. (2020) studied on SCM and performance of construction industry in the China Pakistan Economic Corridor. The Practices covered were eco designing, eco sourcing, green manufacturing, green storage, eco transportation and recyclability. It was established that the above practices influenced performance of CPEC projects.

2.5 Empirical Literature Review

The literature trend indicates an affirmative impact management of supply chain on the performance of an entity. Policies have been undertaken based on the findings in order to support growth and their performance outputs. Many researchers have indicated a big interest in management of supply chains prompting a number of substantial studies both local and international. However, no one has sought to ascertain the effect of the adoption of practices for management of supply chains on the performance of operations in three-star to five-star hotels in Nairobi County.

Globally, Ali et al. (2020) studied on Integration of GSCM in Construction SC of CPEC. Qualitative design using questionnaires was adopted. The study focused on eco designing, eco sourcing, green manufacturing, green storage, eco transportation and recyclability and found out that the above practices influenced performance of Construction Industry in the CPEC projects. Bimha et al. (2020) studied on the Impact of Supply Chain Management Practices on Competitiveness of Zimbabwean Petroleum Industry. Qualitative Research design with the use of Interviews were adopted. It was noted that effectively managing SC can boost competitiveness of SC and influenced the competitiveness of Petroleum Industry in Zimbabwe. Liu et al. (2020) studied on Behavioral and Technical Perspective of GSCM. Structural Equation Modelling was the Methodology adopted and it was established that eco designing, eco production and backwards logistics affects associations with customers and suppliers and influences organizational performance.

Basheer et al. (2019) on exploring the role of management practices for total quality (TQMP) and practices for supply chain management (SCMP) in Pakistan's textile firms supply performance. The findings indicate that proper information sharing plays an important role between TQMP and SCMP and that TQMP and SCMP influences supply chain performance. AL-Shboul, Reyes and Kumar (2018) carried out a study on Best practices in management of supply chains of firms that are high performing: The case of the Gulf's manufacturing organisations. Descriptive design was embraced and the findings indicate the management of quality, focus on customer and collaborating with suppliers are the best SCM measures in the Gulf's manufacturing and they significantly influence performance.

Khalil, Khalil, and Khan (2019) studied the effect of practices of managing supply chains on performance of organisations based on innovation in SMEs as a mediation concept in the study. The study revealed supplier strategic partnerships and information sharing bore no effect on performance in organisations. The findings concluded that quality of the internal process of supply, information sharing and lean practices bore the most influence on performance in organisations. Hong, Liao, Zhang and Yu (2019) researched on practices of managing quality and their capabilities on operations and innovation in performance of the manufacturing industry in China. It was observed that SCQM affects significantly both innovation and operational performance. The general findings show development of capabilities in SCQM is effective in the realisation of operational performance.

Locally, Maina, Njehia and Kiprotich (2020) focused on SCM approaches and organizational performance of the Kenya's dairy firms. Descriptive and explanatory design were employed. It was noted that SCM Practices influences performance positively. Specifically, they influence market share, Cost Quality and Customer satisfaction. Mutua and Kirui (2020) studied on SCM Practices and Performance of Flour millers in Nairobi while employing descriptive design. The outcome reveal that SCM practices influenced performance. Specifically Outsourcing, CRM and Sharing Information had a positively impacted performance. Ondoro (2018) focused on practices of supply chain management and the Nairobi region hotel industry competitive advantage. The findings indicate that supply chain management practices do not significantly give an entity competitive advantage. The study used descriptive research design but did not focus on how supply chain management practices affect operational performance.

Musau (2018) studied on SCM influencers and Kenya's textile manufacturers' performance and the results indicate that buyer supplier relationship, information system, inventory management, managing transport and management of warehouses positively and significantly affect performance in an organization. Kiarie (2018) studied the effect of practices of managing supply chains that are contemporary on the Kenya's large manufacturing organisations performance. All contemporary supply chain practices (management of green supply chains, management of relationship with customers, management of relationship with suppliers, outsourcing, lean and information technology) had a significantly positive influence on performance. The research however focused on performance in supply chains and not performance in operations.

2.6 Summary of Empirical Literature review and Gaps

The literature Review has given studies to help understand better the impact that practices of SCM have on the performance of different organizations. The table below gives a summary of some of the studies done on the field of SCM Practices.

Table 2. 1 Summary of Studies on Green Supply Chain Management Practices

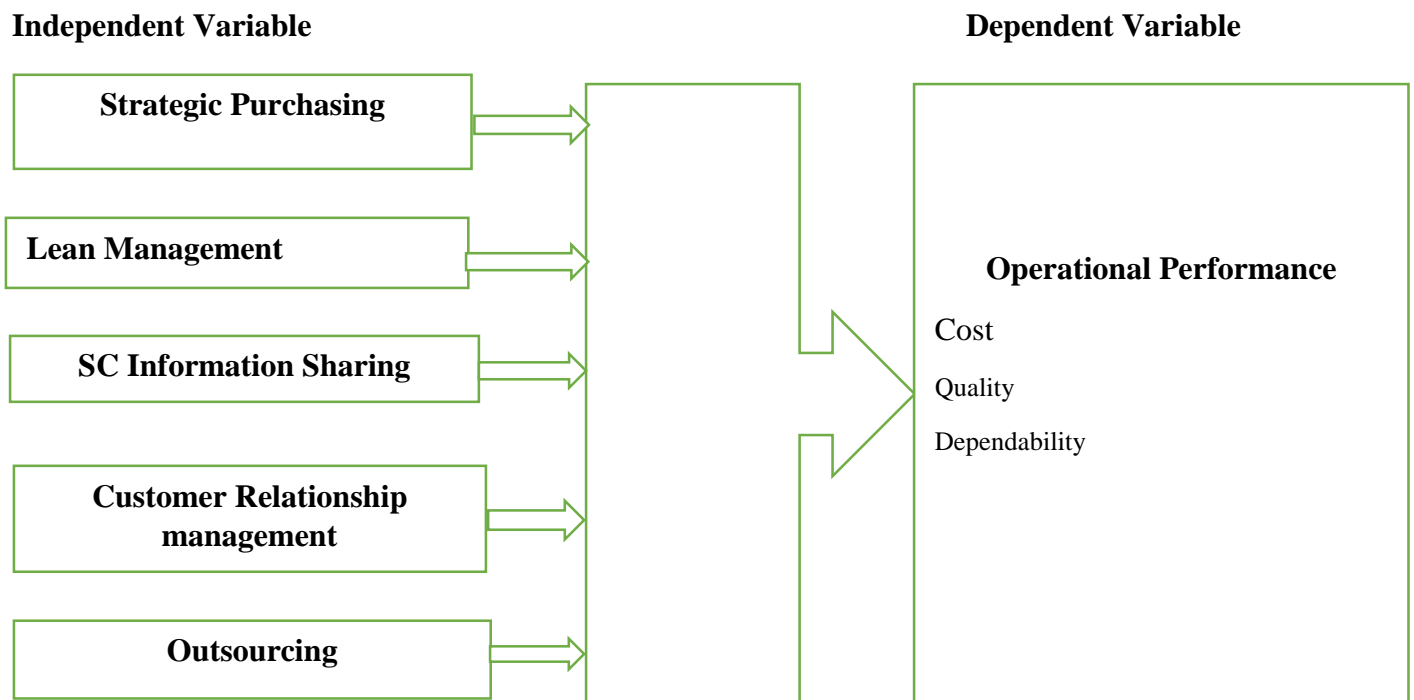
Author(s)	Focus of the Study	Methodology	Research Findings	Research Gap
Bimha et al (2020)	Impact of SCM Practices on Competitiveness	Descriptive research design	Effective SCM Practices enhances competitiveness in Petroleum industry	Equated SCM Practices and Competitiveness leaving a gap for operational performance
Basheer et al. (2019)	SCM and S.C Performance in Pakistan Textile industry	Cross-sectional research design	Information sharing and TQM influences Performance	The study was conducted in Textile manufacturing firms hence a gap in Hotel Industry
Khalil et al. (2019)	SCM and Organisational Performance of SMEs	descriptive survey	Supplier partnership and info sharing doesn't influence performance	The study used survey while the current one intends to use complete enumeration (Census)
Hong et al. (2019)	SCQM and performance of manufacturing firms in China	survey research design	SCQM influences operational and innovation Performance	The focused on S.C quality Management and not SCM Practices
Mutua and Kirui (2020)	SCMP and Performance of Flour Milling firms	Descriptive survey	SCM Practices Influences Performance	Mainly focused on Milling firms but not Hotel Industry.
Maina et al. (2020)	SCMP and performance of Dairy firms	Descriptive and explanatory	SCM Practices influences Performance	Focus was on Dairy firms and not Hotel Industry
Ondoro (2018)	SCMP and Competitive Advantage in Hotel Industry	Descriptive survey	SCMP doesn't influence Competitive Advantage	Focused on Competitive advantage and not Operational Performance
Musau (2018)	SCM Determinants and organisational performance	descriptive survey design	Collaboration and information system influences performance	Focused on S.C Determinants and not SCM Practices
Kiarie (2018)	Contemporary effects of SCMP in manufacturing firms	Descriptive cross sectional	SCMP influences performance	Covered Manufacturing firms and not Hotel Industry

Source: Own Compilation (2021)

2.7 Conceptual Framework

A conceptual framework brings to light the cause-and-effect relation that exists amongst dependent and independent concepts. The independent variable is SCM practices whose indicators are Strategic Purchasing, Lean Management, information sharing across Supply Chains, Customer Relationship Management and Outsourcing while the dependent variable's indicators were Cost and Dependability. Building on the foundation of previous studies and literature, this study conceptualizes the connection between practices of SCM advantage for improved performance in an organisation as illustrated in the figure below.

Figure 2. 2 Conceptual Framework



Source: Author (2021)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section showcases the methodology utilized in fulfilling the objectives. It starts by an argument of the study design, elaboration on population; data gathering techniques are discussed next. The chapter concludes with the discussion of analysis' data tools.

3.2 Research Design

A descriptive research design was the adopted. Descriptive design is based on determination of the frequency in which an event occurs, or the relationship between the concepts in the study (Cooper, 2001). The researcher has the ability to dig deep into a variety of established variables in the study.

3.3 Population

The population studied in this research were all the three- to -five-star hotels in Nairobi. As per the Tourism Regulatory Authority (2018), the number of three- to -five-star hotels in Nairobi was 36. As the population was comparatively minimal, the population was studied as a whole and thus census was the most appropriate method. Census is the study of the whole population (Kothari, 2013). The respondents were SCM staff, mid-level managers and Supply chain heads of departments within the establishments.

3.4 Data Collection

The stud made use of primary data from supply chain managers of the various hotels in Nairobi. Questionnaire was deployed in acquiring primary data. They were administered through mails to avoid social interactions as per the directive given by the ministry of health due to the spread of COVID 19 Pandemic. The questionnaire was categorised into 3 sections; section A was made up of questions about the general information on the hotel under study; section B comprised statements about the extent of adoption of SCM practices; Section C had statements on Operational Performance.

3.5 Data Analysis

The researcher tabulated systemically the data collected and undertook analysis of the findings on the study by use of SPSS. Descriptive statistics was used to analyse the data. The entire section A of in the questionnaire was analysed by use of frequencies (percentage). Section B was analysed using descriptive statistics. Section C was analysed using regression analysis. The researcher made use of a regression model to determine if there is a relationship between the performance and SCM Practices. The study performed four regression analysis of each dependent variable and the overall performance

The regression model used was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where: Y – Operational Performance of Hotel Industry

β_0 - Constant Term

β_1 -Beta coefficients

X_1 - X_5 -the independent variables

X_1 - Strategic Purchasing

X_2 - Lean Management

X_3 - Supply Chain Information Sharing

X_4 - Customer Relationship Management

X_5 -Outsourcing

ε – Stochastic error term

Table 3. 1 Summary of Data Collection and Data Analysis

Objectives	Data to be collected	Data collection tool	Analysis needed
General Information	SECTION A	Structured Questionnaire	Descriptive Statistics (percentages)
The extent to SC Management Practices have been adopted by Hotels in Nairobi.	SECTION B	Structured Questionnaire	Descriptive Statistics (Mean and Standard Deviation)
The relationship between SCM Practices and Operational Performance	SECTION C	Questionnaire	Regression analysis

Source; Own source (2021)

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter displayed the analysis outcome and their clarifications as per the results and related literature. The rate of response is indicated followed by discussion of general information and then SCM implementation and the regression analysis showing the correlation amongst supply chain management and performance.

4.2 Response Rate

The total population was 36 Three-Star to Five-Star Hotels in Nairobi, Kenya and the valid data was acquired from 31 Three-Star to Five-Star Hotels which represented 86.11% of the respondents. This response rate is deemed sufficient. Yin (2017) notes that a reply rate exceeding 70 % is satisfactory for analysis and interpretation of outcome.

4.3 General Information

The information was based on participant's positions in the Hotels, the period which they have served their respective Hotels and the duration that the Three- to- Five - star hotels have been operational in Nairobi, Kenya. This is illustrated by the Table 4.1.

Table 4. 1 General Information

Position in the organization	Frequency	Percentage (%)
Supply chain managers	8	25.8
Operations Managers	10	32.3
Procurement Officers	13	41.9
Period of service(years)		
1 -2	6	19.4
3 -5	12	38.7
5 -10	9	29
Over 10	4	12.9
Total	31	100

Source: Research Data (2021)

Table 4.1 show that 25.8% were SC managers, 32.3% were operations managers and 41.9% represented Procurement Officers. The outcome is conclusive that the larger percentage of the participants (58.1%) held managerial position and were knowledgeable on Supply Chain Management Practices.

On service period, larger percentage (38.7%) were employed in the Three- to- Five - star hotels for periods between 3 to 5 years. 29% had served for 5 to 10 years and 19.4% had served for 1 to 2 years while the remaining 12.9% had worked for over 10 years Thus 80.6% of those who answered the questionnaires were employed for a time frame exceeding 3 years inferring they had experience in providing information on questions under study.

4.4 Period of Existence

The managers and officers had to state the period their Three- to- Five - star hotels had existed and the Table 4.2 tabulates the outcome.

Table 4. 2 Period of Existence Three- to- Five - star hotels

Existence Period (years)	Frequency	Percentage (%)
1 -5	5	16.1
5 – 10	9	29
Over 10	17	54.8
Total	31	100

Source: Research (2021)

The findings portray that 16.1% of the Three- to- Five - star hotels have existed for a period not exceeding five years while 29 % of the Three- to- Five - star hotels have been functional 5-10 yrs and 54.8% have operated for above 10 yrs. This infers that a significant number of Three- to- Five - star hotels (83.6%) have offered services for a period exceeding 5 years indicating their experience in the industry and suitability to participate in the study. .

4.5 Supply Chain Management Practices

The first objective was to investigate the extent that Three- to- Five - star hotels in Kenya had adopted SCM Practices. The Supply Chain Management Practices which were further subdivided into five categories of Strategic Purchasing, Lean Management, Supply chain Information Sharing, Customer Relationship Management and Outsourcing are subsequently discussed.

4.5.1 Strategic Purchasing

Strategic Purchasing practices were ranked on a 5-point Likert scale and the outcome is tabulated in 4.3.

Table 4. 3 Strategic Purchasing

Strategic Purchasing	Mean	Std. Dev
We have good relationship with our suppliers	3.91	1.09
Firm engages in competitive sourcing	3.82	1.29
We have strategic suppliers	4.03	0.98
We only procure what is needed	4.04	0.97
Overall score	3.93	1.07

Source: Research Data (2021)

From Table 4.3, managers and officers, to a large extent (M= 4.03, SD= 0.98) indicated that their Three- to- Five - star Hotels had strategic suppliers while only procuring what is needed had a mean of 4.04 and a SD of 0.97 which imply that it was adopted to a large extent. Firms having good supplier rapport with a mean of 3.91 and a SD of 1.09 and engaging in competitive sourcing (M= 3.82, SD= 1.29) were also adopted to a large extent.

4.5.2 Lean Management

Lean Management were ranked on a 5-point Likert scale and the outcome is tabulated in 4.3.

Table 4. 4 Lean Management

Lean Management	Mean	Std. Dev
The firm emphasizes on continuous improvement in production	4.05	1.15
Firm engages in quality product production and processes	4.05	1.15
We ensure that we minimize waste in production	4.28	0.76
We practice mass production for multiple orders	4.30	0.78
Overall score	4.13	0.86

Source: Research Data (2021)

From Table 4.4, emphasizing on continuous improvement in production with the mean of 4.05 and SD of 1.15 and Practicing of mass production for multiple orders (M= 4.30, SD= 0.78) were adopted to a large extent. Also, minimization of waste in production (Mean= 4.28, SD= 0.76) and engaging in quality product production and processes (M= 4.0, SD= 1.08) were adopted to a large

extent, this indicates that the practice was largely adapted and has the highest ranking compared to the rest of the variables.

4.5.3 Supply Chain Information Sharing

The mean and the standard deviation for SCIS are shown in table 4.5. From the table, proper information sharing across the SC had a mean of 3.91 and SD of 1.09 implying that it was adopted to a large extent while having integrated system for information sharing was adopted to a large extent (Mean= 3.70, SD= 1.15). sharing of relevant information with suppliers (M=3.62, SD= 1.16), and sharing of relevant information with customers (M= 3.54, SD= 1.09) were both adopted to a large extent (Mean= 3.54, SD= 1.19) as portrayed under Table 4.5.

Table 4. 5 Supply Chain Information Sharing

Supply Chain Information Sharing	Mean	Std. Dev
There is proper information flow across the supply chain	3.91	1.09
We have an integrated system for information sharing	3.70	1.15
We share relevant information with our suppliers	3.62	1.16
We share relevant information with our customers	3.54	1.09
Overall score	3.66	1.57

Source: Research Data (2021)

4.5.4 Customer Relationship Management

The respondents had to rate how their respective Three to Five Star Hotels have adopted Customer Relationship Management and the outcome are displayed On Table 4.6.

Table 4.6 presents CRM adoption where sharing of relevant information with customers (Mean=4.29, SD=0.87), having customer handling complain system (Mean=4.24, SD=0.72) and having good relationship with customers (M=4.16, SD=0.95) were all adopted to a large extent Three-Star to Five-Stars Hotels in Kenya. Monitoring and rewarding loyal customers (M=3.91, SD=1.16) was adopted to a large extent as well.

Table 4. 6 Customer Relationship Management

Customer Relationship Management	Mean	Std. Dev
We share relevant information with our customers	4.29	0.87
We have a system of handling customer complaints promptly	4.24	0.72
We have good relationship with the customers	4.16	0.95
We monitor and reward our loyal customers	3.91	1.16
Overall score	4.10	0.85

Source: Research Data (2021)

4.5.5 Outsourcing

The respondents had to rate how their respective Three-Five Star Hotels have adopted Outsourcing practices and the response of the respective practices is illustrated in Table 4.7.

Table 4. 7 Outsourcing

Outsourcing	Mean	Std. Dev
We hire a third party to carry out some activities which are not core to the firm	3.39	0.87
We have a good working relationship with those we outsource to	3.54	1.72
We monitor our outsourced activities to ensure quality	3.56	0.95
We have guidelines and standards that should be followed on what we outsource	3.44	1.86
Overall score	3.45	1.85

Source: Research Data (2021)

Table 4.7 Outsourcing practices where hiring third party to carry out non-core activities of the firm (Mean=3.39, SD=0.87) and having guidelines and standards for outsourcing (M=3.44, SD=1.86) were adopted to a moderate extent while Having a good working relationship with the outsourcing firms (Mean=3.54, SD=1.72) and monitoring of outsourced activities to enhance quality (Mean=3.56, SD=0.95) were adopted to a large extent by the Hotels in Nairobi, Kenya.

4.5.6 Ranking of Supply Chain Management Practices

The level that the SCM Practices were adopted in Three-Star to Five-star Hotels were ranked from the highest to the lowest based on the rate at which each of them was being adopted. Table 4.8 illustrates the overall ranking of the Practices and the level to which they have been adopted by the Three-Star to Five-star Hotels in Nairobi, Kenya.

Table 4. 8 Ranking of Supply Chain Management Practices Adoption

Supply Chain Management practices	Mean	Std. Dev	Ranking
Lean Management	4.1300	0.8578	1
Customer Relationship management	4.1057	0.8543	2
Strategic Purchasing	3.9339	1.0747	3
Supply Chain Information Sharing	3.6648	1.5714	4
Outsourcing	3.4548	1.8514	5

Source: Research Data (2021)

The Supply Chain Management Practice that was adopted to a larger extent ($M=4.13$, $SD=0.86$) was Lean Management as indicated by respondents. The study conforms to that of Womack and Jones (2003) who notes that a properly managed lean Management helps a firm in producing just enough of what the clients wants to be delivered when and where it's needed and thus limits the waste of excessive inventory and handling costs. Ali et al. (2020) also noted that Strategic Purchasing, Lean Management, green warehousing, green transportation and information sharing influenced performance. Ford (1928) adds that an efficient lean Management helps the firm in establishing the value of the inventory, ensuring that the product flows in an effective way in the warehouse, help in moving the stock upon request by the customer, being responsive and able to refine the inventory procedure so as to improve cost, quality, efficiency and cycle time. Naylor et al. (1999) posit that Lean Management is relevant as it aims at eliminating waste, including wastage of time to enable an optimized supply chain

Strategic Purchasing was adopted to a large extent ($M=3.93$, $SD=1.07$) as indicated by the respondents. The findings coincide with the literature carried out by Ellram (1995) who posits that Strategic Procurement is vital in ensuring that the suppliers can be reliable enough to offer the needed components in the right place, in right quantities and at the exact time. Ali et al. (2020) also noted that Strategic Purchasing, Lean Management, green warehousing, green transportation and information sharing influenced performance. Puschman and Alt (2005) further notes that Strategic Purchasing helps a firm in managing the quality of the product that they produce as well as in getting competitive prices for the product and raw materials that they purchase. Lysons and Farrington (2006) add that Companies that practice collaboration and early engagement of their vendors in the developing products, appraising suppliers and evaluation of suppliers often mitigate

risks across their chains of supply and enhance their performance while maintaining their commitment to timely delivery and quality.

This was followed closely by Customer Relationship Management with the overall mean of 4.10 and the Std. of 0.85. The outcome aligns with literature of Day (2000) who posits that Maintaining proper relationships with customers is required to realize successful SCM programs implementation. Liu et al. (2020) established that proper relationship with customers and suppliers influences organizational performance and is vital for any organization. Wines (1996) adds that Maintenance of close relationships with customers allows entities to differentiate their products from their competition, maintain loyalty of customers and enhance the value they provide to their end users. Mutua and Kirui (2020) conclude that Customer Relationship Management has the ability of influencing performance.

Supply chain Information Sharing was also adopted to a large extent as indicated (M= 3.66, SD= 1.57). The outcome contradicts Jung et al.'s (2007) who ascertained that the movement of information influences planning greatly though it does not reflect or create value directly. The findings are however consistent with that of Mckinnon (2003) who found that Supply chain Information Sharing guarantees free flow of information with ease pertaining to clients making of orders since relevant parties can communicate seamlessly via emails or even phones as the information is shared through the supply chain. Jung et al. (2007) notes that a proper Supply chain Information Sharing enables a firm have proper communication with all the relevant stakeholders like the suppliers and customers and at the same time makes it easier to manage inventory. Fawcett (2009) concludes that partnering through information translates to improved coordination in the SC, shorter lead-times, reduced inventory levels, smaller batch sizes, faster product development and so forth can be accrued through improved information linkages. Mutua and Kirui (2020) note that Information Sharing is vital for firms that want to boost their performance.

Lastly ranked is Outsourcing which was adopted to a medium extent (Mean= 3.45, SD= 1.85) by the Three to Five-Star Hotels in Kenya. This outcome opposes that done by O'Riordan and Sweeney (2007) who note that when Outsourcing is properly implemented, it may result in an increase in profit levels and low costs of supplies. They add that the most significant benefit of outsourcing will be lowering of prices, improved flexibility, enhanced proximity to the market,

improved levels of service and satisfaction of customer's needs. Lysons and Gillingham (2003) outlined a number of outsourcing benefits and they included; reduction of the cost of staff, increased functional flexibility, risk reduction and enhanced service consistency. Mutua and Kirui (2020) indicates that Outsourcing had an affirmative and substantial association with performance. The contradictory results are concluded by Liu et al. (2020) who established that Outsourcing affects associations with clients and vendors and influences performance.

Objective one of this research (establishing the extent of adoption of supply chain management practices) has been achieved as noted by the respondents. Lean Management, Strategic Purchasing, CRM and Supply Chain IS have been adopted to a large extent while Outsourcing was moderately adopted.. The findings are corroborated by RBV theory. The theory is relevant as SCM practices can be adopted by the Hotels and be used as rare resources which gives them a competitive edge over the other Hotels. The Hotel can form strategic partnerships with the suppliers and use this to their advantage by making the suppliers become resources that they can depend on when in need and to be able to respond in an efficient manner in case of emergency which will give them an edge as compared to those that do not form strategic alliances and in time of emergency, they do not have the suppliers that they can turn to.

4.6 Relationship between Supply Chain Management Practices and Operational performance

Objective two of the study was to establish the relationship between the independent variable (SCMP) and dependent variable (Operational performance) which are subsequently discussed.

4.6.1 Supply Chain Management Practices and Cost

The study aimed at establishing the link between SCM Practices and cost. Individual supply chain management practice was regressed alongside cost and the outcome are tabulated in 4.9.

Table 4. 9 Regression Coefficient

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	3.220	1.857		1.734	.013
	Customer relationship management	.189	.556	.141	0.339	.000
	Strategic purchasing	.817	.425	.382	1.92	.014
	Lean management	.426	.268	.055	1.59	.020
	SC Information sharing	.407	.274	.372	1.485	.021
	Outsourcing	.597	.414	.130	1.442	.056

a. Dependent Variable: cost

Source: Research Data (2021)

From Table 4.9, the P values of Strategic Purchasing (t=1.92, P<0.05), Lean Management (t=1.59, P<0.05), Supply Chain Information Sharing (t=1.49, P<0.05) CRM (t=0.339, P<0.05) is less than 5% (0.001< 0.05). This therefore means that SCMP have a statistically relevant relationship with cost in Hotel firms in Kenya with an exception of Outsourcing whose P value is greater than 5% (t= 1.442, P>0.05). This implies that the adoption of SCM Practices except Outsourcing influences cost with highest influence being Customer Relationship Management.

Table 4. 10 Model Summary

Model	R	R square	Adjusted square	R Std. Error of the Estimate
I	.805 ^a	.734	.703	.59787

a. Predictors: (Constant), strategicprurchasing, leanmanagement, infosharing, Customermanagement, lOutsourcing

Source: Research data (2021)

As illustrated in Table 4.10, the R² is 0.734 meaning that 73% of cost is credited to the SCM practices.

Table 4. 11 ANOVA Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.703	4	4.171	16.383	.003 ^b
	Residual	3.574	26	.357		
	Total	13.277	30			

a. Dependent Variable: cost

b. Predictors: (Constant), strategicprurchasing, leanmanagement, infosharing, Customermanagement, lOutsourcing

Source: Research Data (2021)

The overall model has a statistical relevance at significance level of 5% as the P value is 0.03 as indicated in Table 4.11. Further, the degree of freedom (4, 26), the critical value of F is 16.383 which is higher compared to the critical value. This also confirms the statistical significance of the overall model. Hence it can be concluded that this is a suitable prediction model Cost. The finding agrees with the literature review since AL-Shboul, Reyes and Kumar (2018) indicate the management of quality, focus on customer and collaborating with suppliers are the best SCM measures that influences cost and dependability. Zhang and Yu (2019) observed that SCQM affects significantly both operational performance and innovation performance and at the same time minimized cost and enhanced quality. Li et al. (2004) note that strategic supplier partnerships influences cost to a large extent.

4.6.2 Supply Chain Management Practices and Quality

The study aimed at establishing the link between SCM Practices and quality. Individual supply chain management practice was regressed alongside quality and the outcome are tabulated in 4.9.

Table 4.12 indicates that the P value for Strategic Purchasing ($t=0.889$, $P<0.05$), Lean Management ($t=1.202$, $P<0.05$), Supply Chain Information Sharing ($t=1.432$, $P<0.05$) Customer Relationship Management ($t=0.477$, $P<0.05$) and Outsourcing ($t= 0.650$, $P<0.05$) is less than 5% ($0.001 < 0.05$) which indicates that SCMP have a statistically relevant correlation with quality in 3 to 5 Star Hotels in Nairobi..

Table 4. 12 Regression Coefficient

Coefficients^a		Unstandardized		Standardized	T	Sig.
Model		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	5.065	1.502		3.372	.007
	Lean Management	.261	.217	.593	1.202	.002
	Customer relationship Management	.205	.450	.164	.477	.003
	Outsourcing	.218	.335	.315	.650	.005
	Strategic Purchasing	.306	.344	.396	.889	.040
	SC Information Sharing	.318	.222	.612	1.432	.047

a. Dependent Variable: quality

Source: Research Data (2021)

Table 4. 13 Model Summary

Model	R	R square	Adjusted square	R Std. Error of the Estimate
I	.619 ^a	.761	.706	.48368

a. Predictors: (Constant), strategicpurchasing, leanmanagement, infosharing, Customermanagement, Outsourcing

Source: Research data (2021)

The value of R² value is 76% as indicated by Table 4.13 and thus SCM accounts for 76% of quality. The other factors influencing quality are explained by the remaining 24%.

Tabulated in 4.14 are the ANOVA outcome and at 5% significance level, the calculated F value is 9.182 while F critical is 3.277 hence a pertinent model. This is reinforced by the p value of 0.014 and is less than 5%. This therefore means that Supply Chain management practices influence quality.

Table 4. 14 ANOVA Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.381	4	3.277	9.182	.014 ^b
	Residual	2.339	26	.234		
	Total	4.720	30			

a. Dependent Variable: quality

b. Predictors: (Constant), strategicprurchasing, leanmanagement, infosharing, Customermanagement, lOutsourcing

Source: Research Data (2021)

The findings agree with the literature review as put forward by Naylor et al. (1999) who observed that SCM Practices help eliminate defects in the production activities hence maintaining the quality of the manufactured goods being produced. Trent (2008) further posits that entities can apply SCM practices to lower the overall cost, improve the quality, boost their profitability and achieve customer satisfaction. Lee (2004) observed that measures across the supply chains which are essential in the meeting operational performance include the use of outsourcing strategy, maintenance of partnerships that are strategic with suppliers and CRM play a vital role in producing quality products

4.6.3 Supply Chain Management Practices and Dependability

The study sought to ascertain the correlation amongst between SCM Practices and Dependability and the outcome are tabulated in 4.15.

As per table 4.15, the findings indicate that Strategic Purchasing ($t=0.459$, $P<0.05$), Lean management ($t=0.656$, $P<0.05$), SC information sharing ($t=1.139$, $P<0.05$) and client Relationship Management ($t=0.159$, $P<0.05$) have a P value of less than 5% ($0.001 < 0.05$) meaning that the mentioned SCM Practices have a statistically relevant relationship with Dependability in the Hotel industry. Outsourcing ($t= 0.692$, $P>0.05$) has a P value which is greater than 5% implying that it does not influence Dependability in the Hotels.

Table 4. 15 Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.588	.957		4.792	.002
	Customer relationship Management	.017	.287	0.22	.159	.000
	SC information Sharing	.161	.141	.500	1.139	.001
	Lean Management	.091	.138	.331	.656	.003
	Strategic purchasing	.101	.219	.210	.459	.004
	Outsourcing	.148	.213	.343	.692	.065

a. Dependent Variable: speed

Source: Research Data (2021)

As per table 4.15, the findings indicate that (X_1 ($t=0.459$, $P<0.05$), X_2 ($t=0.656$, $P<0.05$), X_3 ($t=1.139$, $P<0.05$) and X_4 ($t=0.159$, $P<0.05$) have a P value of less than 5% ($0.001 < 0.05$) meaning that the mentioned SCM Practices have a statistically relevant relationship with Dependability in the Hotel industry. X_5 ($t= 0.692$, $P>0.05$) has a P value which is greater than 5% implying that it does not influence Dependability in the Hotels.

Table 4. 16 Model Summary

Model	R	R square	Adjusted square	R Std. Error of the Estimate
I	.779 ^a	.663	.603	.54331

a. Predictors: (Constant), strategicprurchasing, leanmanagement, infosharing, Customermanagement, lOutsourcing

Source: Research data (2021)

The R^2 square in table 4.16 is 66.3%. an indication that 66% of changes in Dependability is based on the adopting strategic purchasing, lean management, CRM, info sharing and outsourcing. ANOVA outcome are tabulated in 4.17.

Table 4. 17 ANOVA Analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.579	4	4.196	9.209	.002 ^b
	Residual	3.951	26	.095		
	Total	11.530	30			

a. Dependent Variable: Dependability

b. Predictors: (Constant), strategic purchasing, leanmanagement, infosharing, Customermanagement, Outsourcing

Source: Research Data (2021)

The overall model has a statistical relevance at significance level of 5% as the P value is 0.02 as indicated in Table 4.17 Further, at the degree of freedom (4, 26), the critical value of F is 9.209 which is higher compared to the critical value. This also confirms the statistical significance of the overall model. Hence it can be concluded that this is a suitable prediction model for dependability.

The findings resonate with that of AL-Shboul, Reyes and Kumar (2018) who indicate the SCM leads to improved brand reputation and improved service improvement of organizations. The findings concluded that quality of the internal process of supply, information sharing and lean practices bore the most influence on overall dependability by those adopting them. Hong, Liao, Zhang and Yu (2019) add that SCM enhances Customer satisfaction, leads to predictable throughput time and improves brand reputation that can be depended upon.

4.7 Supply Chain Management Practices and Operational Performance.

The regression summary is illustrated in Table 4.18.

Table 4. 18 Regression Model Summary

Model	R	R square	Adjusted square	R	Std. Error of the Estimate
I	.791	.699	.645		.194

a. Predictors: (Constant), Supply Chain management practices

b. Dependent Variable: Operational performance

Source: Research data (2021)

From Table 4.17, R² Square is 0.699 inferring that 70% of the changes in operational performance is attributed to the Supply management practices. This is a good fit since a paltry 30.1% of the variance in Operational performance is unexplained. This implies that 30.1% is explained by other factors apart from the supply chain management practices. The outcome of ANOVA is tabulated in 4.19

Table 4. 19 ANOVA Analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.302	4	1.233	3.33	.003 ^b
	Residual	0.837	26	0.064		
	Total	8.229	30			

Source: Research data (2021)

The model has a statistical relevance at significance level of 5% as the P value is 0.003 as indicated in Table 4.19 Further, the critical value of F is 3.33 which is higher compared to the critical value. This also confirms the statistical significance of the overall model. Hence it can be concluded that this is a suitable prediction model for operational performance

4.7.3 Regression coefficients

In ascertaining the association between SCM practices and operational performance, the Regression coefficients presents the outcome of individual impacts of the practices on performance and the outcome are tabulated in 4.20.

The regression equation is

$$Y = 4.595 + .509(\text{Strategic Purchasing}) + 0.201(\text{Lean Management}) + 0.397(\text{Supply Chain Information Sharing}) + 0.215(\text{Customer Relationship Management}) - 0.319(\text{Outsourcing})$$

Where

Y = Operational Performance

Table 4. 20 Coefficients Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.495	1.375		2.633	0.01
Customer Relationship Management	0.345	0.035	0.376	6.143	0
Lean Management	0.206	0.068	0.563	2.596	0
Strategic Purchasing	0.409	0.143	0.344	3.559	0.01
SC Information Sharing	0.287	0.08	0.439	4.963	0.02
Outsourcing	-0.319	0.086	0.487	5.235	0.06

Source: Research Data (2021)

Table 4. 21 Ranking of Supply Chain Management Practices Adoption

Ranking of SCM Adoption

SCM practices	Sig	Ranking
Customer Relationship Management	0	1
Lean Management	0	1
Strategic Purchasing	0.01	3
Supply Chain Information Sharing	0.02	4
Outsourcing	0.06	5

Source: Research Data (2021)

Table 4.21 Ranks the individual SCM practices based on their influence on performance from the highest to the lowest. CRM and Lean Management practices are jointly ranked first as they have a P value of 0 which is less than 5%. It is closely followed by Strategic Purchasing which has a P value of 0.01 while supply chain IS has a P value of 0.02 which are both less than 5 Percent meaning that the positively influence operational performance in the Hotel Industry. Lastly ranked is Outsourcing with the P value of 0.06 which is greater than 5% inferring that it does not have any significant influence of Operational Performance.

The model indicates that when strategic purchasing, lean management, SC info system, CRM and outsourcing are constant, operational performance's value is 3.495. However, when other factors are maintained at a constant, a unit change in Strategic Purchasing adds to a 0.41 rise in Operational Performance, one unit alteration in lean Management adds to a 0.21 rise in Operational Performance, one unit change in Supply Chain Information Sharing adds to a 0.29 rise in Operational Performance, one unit change in Customer Relationship Management would lead to a 0.35 rise in Operational and one unit variation in Outsourcing leads to -0.32 decrease in Operational Performance.

From the outcome, Supply Chain Management Practices were found to possess a statistically substantial correlation with Operational Performance with the exception of Outsourcing. The findings are echoed by that of Ali et al. (2020) who noted that SCM Practices influenced performance. Bimha et al (2020) also established that effectively managing SC can boost

competitiveness of SC and influenced the competitiveness. Liu et al. (2020) established that green design, Outsourcing and information sharing affects associations with clients and vendors and influences performance. Maina, et al. (2020) noted that Supply Chain Management Practices influences performance positively. Mutua and Kirui (2020) also established CRM, Information Sharing and Outsourcing positively impacted performance of the flour millers. Basheer et al. (2019) also established that SCM influences an organization's performance. Musau (2018) also indicate that buyer supplier relationship, information sharing lean management, managing transport and management of warehouses positively and significantly affect performance in an organization. Kiarie (2018) conclude that all contemporary supply chain practices (management of green supply chains, CRM, SRM, outsourcing, lean and information technology) had a significantly positive influence on performance.

Fynnes et al. (2012) contradicts the outcome by noting that collaborative measures such as sharing of information, making of joint decisions and alignment of incentives do not result to improvement in performance levels. Khalil, Khalil, and Khan (2019) also contradict the findings by posing that supplier strategic partnerships and information sharing bore no effect on performance more so in Quality improvement and Dependability in organizations. Ondoro (2018) closes the discussion of contradicting studies by establishing that supply chain management practices do not significantly give an entity competitive advantage.

The outcome affirms an affirmative correlation amongst SCM practices and performance of Three-Star to Five-Star Hotels in Nairobi, Kenya. This is supported by Network Theory as supply chain is made up of different players like suppliers, customers and staff members whom when brought together form a single network of interrelatedness. All these players along the supply chain are related in one way or the other and for the supply chain to be effective and achieve Operational performance, the players have to form a single network which brings all the parties together. A supply chain that forms a network and work together with all the other partners in the chain are bound to achieve operational performance.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section discussed and summarizes the study's outcome as well as draw conclusions from the key outcomes of the research. Limitations, proposed suggestions and Recommendations on further study are covered.

5.2 Summary

The summary is per the objectives of the research.

The study found that Strategic Purchasing, Lean Management, CRM and SC Information Sharing were all adopted to a large extent while Outsourcing was adopted to a Moderate extent by Three-Star to Five-Star Hotels in Nairobi, Kenya. Specifically, having good supplier and customer relationship, having strategic suppliers purchasing what is only needed and practicing competitive sourcing were all adopted to a large extent. Under Lean Management, ensuring that waste is minimized in production, engaging in quality product production, practice of mass production for multiple orders and emphasizing on continuous improvement were all adopted to a large extent.

It was also noted that there is proper information flow across the supply chain and relevant information is shared among the suppliers, customers and internally on a timely base to a large extent. Three-Stars to Five-Stars Hotels have adopted the practices of having good relationship and a system of handling customer complaints to a large extent. Also, to a large extent, the Hotels have adopted sharing of information and monitoring and rewarding loyal customers to a large extent. On Outsourcing, hiring of third party to carry out non-core activities of the firm and having guidelines and standards to be followed by the company being outsourced were adopted to a moderate extent while having a good working relationship with those they outsource to and monitoring outsourced activity for quality purposes were adopted to a large extent. Since Strategic Purchasing, SC Information Sharing, Lean Management and customer Relationship Management were adopted to a large extent with Outsourcing being adopted to a moderate extent, this means that the foremost objective was fulfilled.

On establishing the correlation between SCM Practices and Operational performance, it was determined that SCM Practices influences Cost, Quality and Dependability. This was manifested by the P-value that did not exceed five percent in all the variables. Generally, it was also noted that SCM Practices had a positive and substantial correlation with Operational performance. This means that SCM Practices influences Performance in 3to 5 rated-Star Hotels in Nairobi,. The second objective was thus been achieved.

5.3 Conclusions

The outcome clearly shows that SCM Practices affirmatively and substantially impacted cost, quality and Dependability. The findings are in harmony with the literature since most studies confirms an affirmative correlation amongst SCM practices and performance in different organizations and sectors that the studies have been carried in. The study therefore concludes that the adoption of SCM Practices plays a critical role in meeting Operational performance of Three to Five-Star Hotels in Nairobi, Kenya. The improved performance is reflected through cost saving in labour, purchasing of materials, communication and production.

The improved performance is also reflected in improved service quality, predictable throughout time, reduced number of defects as well as having products which conforms to specifications, having improved brand name and satisfied customers seen through repeat orders. The study concludes that firms that adopt Strategic Purchasing, Lean Management, Supply Chain Information Sharing and Customer Relationship Management, are likely to influence Operational performance of entities who adopt them.

5.4 Recommendations

The findings suggests that firms ought to adopt Strategic Purchasing, SC Information Sharing, Lean Management and Customer Relationship Management since they are the practices which were adopted to a large extent by the Three to Five-Star Hotels in Nairobi, Kenya. This means that they have the greatest influence in Operational Performance and thus firms who want to enhance their Operational Performance should incorporate the practices in their businesses. The study recommends that the outsourcing should be fully adopted as it has been established by the Literature that they positively influence performance.

All the Hotels must embrace Supply Chain management practices in their processes for them to reduce cost, improve quality and dependability and enhance their overall performance. This is in relation to the fact that it has been established that practicing SCM Practices influences cost, quality and Dependability to a large extent. Therefore, firms who embrace Supply Chain Management Practices are bound to enjoy these benefits.

5.5 Limitation

This research was unable to obtain 100% response due to unavailability of the targeted respondents and strict company policy of not revealing information to outsiders. The respondents were however convinced on discretion of their feedbacks as it was solely for academic reasons and non-other. In as much as not all the questionnaires were filled and returned, those filled and returned met the threshold of giving a clear indication and picture of the industry and was enough for the research.

The study only focused on 3 to Five-Star rated Hotels in Nairobi, Kenya and does not reflect the picture of other Hotels which do not fall under this category. The study findings reveal that in as much as Supply Chain management practices influence Operational performance, it does not influence it 100% and thus there are other influencers of Operational performance which were not covered by this study.

Due to the emergence of Covid-19, the study was limited in that the researcher could not gain access to the Three-to-Five-star Hotels to drop the questionnaires and interact with the respondents. This limitation however did not interfere with the study as the questionnaires were administered through e-mails and use of google forms whereby the data of the study was collected and used for analysis.

5.6 Suggestions for Further Research

Further research can embark on finding out why some Supply Chain Management Practices are adopted to a large extent and others moderately adopted..

The study should be replicated to other industries and sectors away from the Three to Five-Star Hotels to establish if the results are conclusive or there are some variations. Future research should also be carried out to find if there is a correlation between SCMP and other Performance measurement like Procurement or Supply Chain performance or even Competitive Advantage.

Future research can emphasize on milestone and enhancers of SCMP implementation in Three to Five-Star Hotels or another Context in Kenya.

Since Supply Chain Management Practices does not influence Operational Performance 100%, another study can focus on why this is the case and what other factors covers the remaining percentage.

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APPENDIX 1: QUESTIONNAIRE

Please supply the required data by inputting in blanks space is availed or by ticking against the most appropriate answer.

SECTION A: Biographic information

1. Please tick your job title.

a) Supply chain manager ()

b) Operations manager ()

c) Procurement officer ()

2. Period worked in the organization?

a) 1 – 2 years ()

b) 3 – 5 years ()

c) 5 -10 years ()

c) Over 10 years ()

3. Period the Hotel has operated in Kenya?

a) Less than 5 years ()

b) 5 – 10 years ()

c) over 10 years ()

SECTION B: Extent of adaptation of Supply Chain Management Practices

4. The following are practices organisations which are committed to SCM adopted. Kindly show the extent that your entity has instituted Supply Chain Management Practices. Kindly indicate on a 1 -5 scale; (where: 1- very small extent, 2- small extent, 3- medium extent, 4- large extent and 5- large extent).

Strategic purchasing	1	2	3	4	5
We have good relationship with our suppliers					
Firm practices competitive sourcing					
We have strategic suppliers					
We only procure what is needed					
Lean management	1	2	3	4	5
The firm emphasizes on continuous improvement in production					
Firm engages in quality product production and processes					
We ensure that we minimize waste in production					
We practice mass production for multiple orders					
Supply chain information sharing	1	2	3	4	5
There is proper information flow across the supply chain					
We have an integrated system for information sharing					
We share relevant information with our suppliers					
We share relevant information with our customers					
Customer relationship management	1	2	3	4	5
We share relevant information with our customers					
We have a system of handling customer complaints promptly					
We good relationship with the customers					
We monitor and reward our loyal customers					
Outsourcing	1	2	3	4	5
We hire a third party to carry out some activities which are not core to the firm					
We have a good working relationship with those we outsource to					
We monitor our outsourced activities to ensure quality					
We have guidelines and standards that should be followed on what we outsource					

Others

.....

.....

.....

SECTION C: Operational Performance outcomes of adopting supply chain management practices

5. subsequently listed are a number of outcomes identified in the performance of an organisation after they adopted SCM practices, kindly rank appropriately using a scale of 1 – 5, (where: 1- strongly disagree, 2- disagree, 3- not sure, 4- agree, 5- strongly agree)..

Cost	1	2	3	4	5
Has the cost of raw materials reduced					
How much has cost of labour decreased					
How much has production cost reduced					
How much has cost of communication decreased					
How much has inventory cost reduced					
Quality	1	2	3	4	5
Improved product quality					
Conformance to specifications					
Reduced number of defects					
Improved brand name					
Improved service quality					
Dependability	1	2	3	4	5
Customer satisfaction					
Better quality that can be depended on					
Predictable throughput time					
Customer service improvement					
Improved brand reputation					

..

Thank you for your cooperation

APPENDIX II: STAR RATING

TRA Regions	Classification	One star	Two stars	Three stars	Four stars	Five stars
Great Nairobi			8	13	13	10
Coast			12	13	13	3
South Rift	1	10	8	18	4	
Western	1	7	6	1		
Eastern		4	2			
Central and Mount Kenya	1	2	5	3		
North Rift		7	3	1		
Northern		4	4	5	1	

Source: Tourism Regulatory Authority (2018)