

**NEGOTIATION AND SUPPLY CHAIN AGILITY OF SUPERMARKETS IN NAIROBI,
KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTERS OF
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DECLARATION

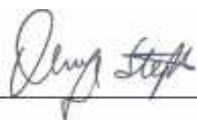
I, the undersigned, declare that this project is my original work and has not been presented to any institution or university other than the University of Nairobi for examination.

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

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God is love, I knocked on the door of academic excellence and it was opened for me. Thank you, Lord. This journey had its peaks and valleys but through him I made it. To him is all the glory.

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I will forever be grateful to my late parents and my brother Dr. Wainaina Githii for their encouragements as I pursued my studies.

DEDICATION

This project is dedicated to the memories of my late parents Mr. & Mrs. Githii (May they continue RIP) wish they were still here to celebrate this achievement with me and to my brother Dr. Wainaina Githii who has always been my role model.

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ABBREVIATIONS AND ACRONYMS

AT	-	Argumentation Theory
CM	-	Construction Management
EDI	-	Electronic Data Interchange
IT	-	Information Technology
SC	-	Supply Chain
SCMS	-	Supply Chain Management Systems
SET	-	Social Exchange Theory
SLA	-	Service Level Agreement

ABSTRACT

This study was on Negotiation and Supply Chain Agility of supermarkets in Nairobi County. The objectives of the study were: to determine the issues negotiated by supermarkets in Nairobi, to find out the relationship between the negotiated issues and supply chain agility. The study adopted a descriptive survey design which was inclusive of all the sixty- eight supermarkets in Nairobi County, Kenya. The study used unprocessed data which was collected using questionnaires that were issued to various supermarkets by the researcher in person. Procurement officials or their equivalent were the interviewees in the various supermarkets in Nairobi. Results were shown by use of tables for better interpretation. Data was analyzed using regression analysis and measures of central tendency which are mean and standard deviation. The outcome from the study revealed that Supermarkets in Nairobi County practice negotiation when buying goods from their suppliers. The research results also showered a positive and remarkable relationship between negotiation and supply chain agility. The study recommends future studies to be carried out on other negotiated issues apart from those discussed in the study and the remaining supply chain agility dimensions. The study was only limited to supermarkets in Nairobi County and focused on a few negotiated issues and not negotiation as a whole and Supply chain agilities' few dimensions.

Key words: Negotiation, Supply Chain Agility, Supermarkets

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In recent years the business environment has drastically changed due to the dynamics in the environment which has made firms to become more complex. This has therefore made firms to search for new ways such as making their supply chains agile and adopting negotiation in their day-to-day activities for them to remain relevant and competitive. Good negotiation skills help firms build long lasting relationships, deliver qualified solutions and avoid future conflicts with suppliers (Cleverism, 2019). Supply chain agility is a way of ensuring customers' expectations are reached by ensuring that the required changes in the organization are met on time e.g., being responsive to market demands and keeping productivity high (Ismail& Sharifi, 2006).

According to Rubin & Brown (1975), negotiation is that process where individuals with the same goals in mind meet and agree on issues they are discussing. It is a discussion between parties regarding a contract, agreement or relationship where they are dependent on each other and have objectives that might contradict each other (Pearson, 2019). Negotiation is an important aspect to business managers since it helps them develop over time critical thinking and effective communication skills (McClendon, 2009). Good relationships and negotiations with the suppliers' help organizations meet their goals of maximizing on profits and minimizing on costs (Akintonye, 2000).

Agility is said to be the capability to move hastily and effortlessly (Oxford, 2014).Supply Chain Agility represents how quickly a supply chain retorts to the changes in its business

environment, competitive forces, buyer's tastes and preferences etc.(Manish, 2012).An agile supply chain is also said to be a procedure of product movement concerned with doing things very fast and at the same time minimizing costs and also being responsive to market requirements while maintaining flexibility and keeping production high.(Hendricks, 2012).

The supermarket sector in Kenya over the years has assisted producers to make available their products all over the country. This industry has enabled both high- and low-income earners to access products and services at fair prices as per the amount required. Supermarkets have led to job creation in the country thus enabling the economy to grow and thus transforming the market business. To achieve this more, there is need for cutting of costs through adoption of negotiation skills (Seedman, 2015).

This research was steered by the following theories, the Social Exchange Theory (SET) and the Argumentation Theory (AT). These theories help supply chain members in ascertaining the right decisions to make so as to achieve better negotiation agreements. The social exchange theory emphasizes that relationships between two or more people are created through a process of cost benefit analysis. According to Thibaut & Kelley (1959) customers and suppliers agree to enter into long term relationships after they realize that the benefits of working together could lead to profitability and minimization of costs. The argumentation theory (AT) on the other hand explains how logical reasoning can enable parties reach their conclusions well when in the context of doubt or disagreement (Toulmin, 1958). This theory enables representatives in a negotiation table to argue logically and reach their conclusions without disagreements thus leading to both parties leaving the discussion satisfied.

1.1.1 Negotiation in Supply Chain Management

Negotiation is a discussion between two or more parties which takes into account each party's needs and interests so that they end as winners (Strengthscape, 2011). It's a very important aspect of the supply chain members since it helps them avoid conflicts thus leading them to finding alternatives that suit them well. Negotiation is that process where negotiators decide to resolve disagreements and divide resources satisfactorily and it's carried out willingly without force (Zohar, 2015). An agreement is reached without parties having any disputes or arguments. Brett (2000) explained that negotiation is a process where parties have a beneficial social interaction amongst themselves so as to attain some goals. It entails discussing issues such as quality, price, quantity, delivery flexibility, technology used and many more.

According to Kaufman (2012) there are three dimensions of Negotiations namely set up, structure and discussion. Setup involves more of a structure that guides the negotiator about the other party involved in the negotiation table. It is always good to have a conducive environment for discussion where one is aware of what the other party is offering. Second is the structure which is more of a proposal prepared in such a way that the other party can have valuable options to consider it and later lead to a common ground of agreement. Lastly, is the discussion which is the presentation of the offer to the other party. Both parties discuss about the proposal until a consensus is arrived at or where negotiators decide to quit negotiating. Implementation of good negotiation issues facilitates the firm's ability to attain effective low-cost procurement processes which improves profitability. Good

negotiated agreements contribute a lot to the supply chain members as they are able to build better relationships and reach mutual beneficial results (Strengthscape, 2011).

1.1.2 Supply Chain Agility

Firms nowadays are building up supply chains that are flexible and responsive so as to meet their customers demand on time (Suresh & Boisnier, 2010). This has led to the embracement of supply chain agility by many firms across the globe. Supply Chain agility is a means of reaching customers' expectations, handling required changes in the organization and mastering market changes, (Ismail&Sharifi, 2006). Supply chain agility uses real time data to specify how organizations supply chain responds to changes in the business environment which can affect it from achieving its objectives. Agility enables the supply chain of a firm to change how its processes operate so as to match that of its business environment.

According to Sharifi & Zhang (1999) firms need to be in a position where they can sense and foresee changes in the business environment. There exist five measurements of agility which are common to the supply chain, namely; alertness, accessibility, decisiveness, swiftness, and flexibility (Dekker, 2006). Those used in the study were alertness, accessibility and decisiveness. Alertness entails the capability of an organization to quickly detect changes, opportunities and threats in the business. Accessibility is the potentiality of a business firm to quickly obtain information as it's required to make decisions very fast. Atkinson & Moffat (2005) discussed that one key requirement for SC agility is the presence

of information. Decisiveness is the ability of a firm to make decisions using the available information.

1.1.3 Supermarkets in Nairobi

Supermarkets are large stores where one picks what they want to buy by themselves; they sell food, household items and a variety of different types of goods. (Chengappa, 2014). They are also said to be self-service large-scale retailers with different departments under one roof (Kariuki, 2015). In the early ninety's, supermarkets evolved and were mostly ran by Indians in Kenya who set them up in big towns and cities like Nairobi, Nakuru, Kisumu etc. In the recent years supermarkets have expanded closer to estates and around homes where buyers can access them faster and easily (Muchere, 2014). Carrefour, Naivas, Clean shelf, Food plus (formerly Chandarana), Tuskys, Quick mat, Uchumi, Nakumatt are some of the supermarkets in Nairobi County. They are either sole proprietors like East-Matt, limited liability companies like Tuskys or are owned by the public such as the Uchumi Supermarket Ltd (Wangari, 2012).

Supermarkets enable greater economic growth in the country due to their connection between consumption and production. According to Gatuto (2018) supermarkets are large in size as compared to shops and groceries thus more appealing to customers and have a variety of products and services offered. Other benefits include ample parking space and convenience because customers can shop at any time. Supermarkets in Nairobi, Kenya faces a number of challenges like increased competition with new entrants such as

Carrefour and Choppies. They also face internal challenges on financing and supply chain management, especially Nakumatt, Uchumi and Tuskys (Soko directory, 2020)

1.2 Research Problem

Negotiation is a key competitive advantage for every organization that wants to achieve its costs benefit analysis. As stated by Rubin & Brown (1975), negotiation is a means through which parties work together and agree on issues that create disputes amongst them. The negotiation process is characterized by strategies, tactics and other activities that take place when supermarkets are negotiating with their suppliers. Strategies are the paths negotiators use to reach their objectives. While tactics are those small aspects of the strategy, such as respecting the other parties' ideas during a negotiation (Carnevale & Pruitt, 1992).

Supply chain agility enables supermarkets to quickly provide the required product at the best time that the customer or the market needs it (Ravi, 2005). Sarkis (2001) commented that agility is the possibility of a business to excel in an environment that keeps changing. By negotiating on issues such as quality, cost, delivery flexibility and the type of information technology used, supermarkets are able to keep their supply chain agile since they are able to embrace changes for growth that will lead to profitability and satisfying customer demands.

The retail industry in the country has assisted both big and small producers to sell their products leading to success for both parties. This industry has improved the delivery of goods and services thus facilitating the availability of products everywhere including the remote areas thus enabling the lowly paid to be in a position to access goods in low prices

as per the quantity they require. Supermarkets have enabled growth of the economy by reshaping the market industry through formation of jobs (Neven and Readorn, 2005). Nevertheless, over the years there has been tremendous fallout of the major players in the supermarket business. The Supermarket industry in the country has gone through many uncertainties in the recent years leading to supplier withdrawal thus resulting to closure of some and thus running out of business (Kamau,2006) example being Nakumatt, Uchumi and Tuskys supermarkets.

Several studies were conducted globally and locally on the topic of negotiation. Globally, Benyun & Kwang (2009) studied on concurrent negotiation for web services procurement in South Korea. The aim of the research was to reveal why customers and providers were having varying quality of services thus becoming difficulty for them to procure multiple web services. The study established that the adoption of Service Level Agreement (SLA) negotiation coordination strategy led to utility, negotiation speed and success rate in web services procurement negotiation in South Korea. The major disadvantage of this study was that it was not carried out in Kenya hence the findings would not be applicable to the retail industry. Dieng, Ken-Yu &Pei-Ru (2014) undertook a research on procurement negotiation which concentrated on construction management (CM) in Taiwan, they came up with two game plans which were paper based and web-based versions that helped students generate profits by posing as suppliers and contractors. Students negotiated, procured and purchased materials in a simulated market they came up with. The findings showed that students were highly motivated when learning using both games rather than the old teaching approach. However, there was a limitation on the study on ground that it

was solely on motivating learners to differentiate web-based negotiation approach to that of a paper-based negotiation. This study is not related to the topic of study which is retail industry in Kenya. Dzeng & Lin (2004) researched on the well-known negotiable points when it comes to building supplies procurement in Taiwan, their findings indicated negotiators of building supplies always came up with ideas about good agreements with higher payoffs for both parties thus leading to less negotiation time and saving on costs. The study was solely based on building material negotiation only in Taiwan and thus not related to the topic on study.

Locally, Moraa (2006) researched on the different ways that unions use to negotiate for their members in case of a problem with the management. The main purpose of the research was to come up with the elements that hinder good negotiation with the employees in Kenya. The results indicated that negotiations between employers and the union's representatives bear no fruit because the union representors go to the negotiation table without full preparations. They should be trained on negotiation skills so that they can be able to reach a win- win agreement with the management. The study however failed to ascertain the impact that negotiation has on supply chain agility in supermarkets in Nairobi. Kahurani (2016) researched on weather differences negotiations. The objective of the research was to identify the influence of international negotiations on climate change with a focus on the role of Africa. The study findings showed that Africa agency had opportunities to leverage its potential to influence international negotiations on climate change but contends with acute challenges. It recommended a higher participation on climate change negotiation process by the African governments. The study was not

applicable to the topic of study which was on retail industry. Munyambu (2012) studied a mediator's role in peace Negotiations which was a case of Kenya's election process of the year 2007. The goal of the study was to show the significance and roles played by mediators. The research findings showed that peace prevailed in Kenya after they got involved in the peace process. The study was not related to the topic of study which was on retail industry in Nairobi, Kenya

Hence, this study intended to give a solution to the following research questions: which issues are negotiated by supermarkets in Nairobi, Kenya? What is the effect of negotiated issues on supply chain agility in supermarkets in Nairobi, Kenya?

1.3 Research Objectives

- i. To determine the issues negotiated by supermarkets in Nairobi.
- ii. To find out the relationship between the negotiated issues and supply chain agility of supermarkets in Nairobi.

1.4 Value of the Study

Many administrators of different supermarkets in Nairobi will gain from this research in connection to the part that negotiation plays in supply chain agility in their organizations. The results will help them adopt negotiation issues discussed to help them build long term relationships, deliver quality solutions and have agile supply chains. They will be in a position to know what effect negotiation has on SC agility. Other small-scale traders in Nairobi, Kenya will also benefit from this study as it will help them when negotiating with

their suppliers. Future researchers will be able to benefit from this study since they will use it as reference material for further studies on the concept of negotiation and supply chain agility. Policy makers in supermarkets management will also benefit from the study as it will guide them when generating policies concerned with negotiation and supply chain agility. Finally, the findings of this research will add more to the current literature on negotiation and supply chain agility in supermarkets.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Literature review provides a good knowledge of the field of enquiry. It starts with theoretical framework followed by empirical literature review and then conceptual framework existing on negotiation and supply chain agility in supermarkets in Nairobi, Kenya.

2.2 Theoretical Framework

This part contains theories associated with the topic of study, namely; the Social - exchange theory and Argumentation theory. They are the underpinning theories for the study as discussed below.

2.2.1 Social Exchange Theory

The Social Exchange Theory (SET) originates from various areas of study like sociology (Blau, 1955), social psychology (Thibaut & Kelley, 1959) and economics (Smith, 1776). It emphasizes that rewards can only be found in social interactions where parties meet during negotiation and that people look for these rewards through their interactions with each other. According to Thibaut & Kelley (1959) customers and suppliers agree to enter into long term relationships with each other after they realize that the benefits of working together could lead to a cost benefit analysis.

This theory is connected to this study since it shows how supermarkets can maintain customer-supplier relationships with each other so as to maximize on profits and reduce on

costs. These relationships can only exist when the results of the negotiation process are a win-win for both parties. Negotiating parties have to put in mind the benefits that come out of the agreement since it reflects their goals (Mint, 2005). By use of this theory, firms are able to maintain an advantageous relationship with their suppliers thus maximizing on profits and cutting down on costs.

2.2.2 Argumentation Theory

Argumentation Theory (AT) emanated from Toulmin (1958) a British philosopher. He explains how logical reasoning can enable parties reach their conclusions well when in the context of doubt or disagreement. The theory states that agreements are reached through conversations and persuasion. It further explains how argumentation entails consideration and negotiation which leads parties to achieve a collaborative decision making processes.

This theory is connected to this study since it's useful to supermarkets in Nairobi when it comes to negotiation with their suppliers on items such as quality, cost, delivery flexibility and information technology which helps them reach their agreements in a logical manner. Supermarkets are able to agree on the negotiated issues with their suppliers in a way that is of advantage to all players by resolving existing or potential differences of opinion.

2.3 Negotiated Issues

During negotiations, there are a number of issues that firms can negotiate on to ensure that they meet their objectives; those related to the topic of study are quality, cost, delivery flexibility and information technology. Reeves & Bednar (1994) define quality as greatness

in goodness of value that meets a customer's expectations or goes beyond what a customer had expected. It is also said to be the totality of hallmark of a good/ service that brings full satisfaction to a customer in need when demand is high as per the British American definition (CIPS, 2012). When negotiating, supermarkets ensure that their suppliers have good systems and policies that enable them monitor and manage their products/services thus enabling them to produce goods of high quality. This is done by establishing measures that enable suppliers adhere to quality conformance and ensuring detection of any defects early in the process (Lysons, 2008).

Costs entail how a firm can manage its production costs and other related aspects like overheads, inventory and value-added (Abdulkareem& Anchor, 2013) Supermarkets can save costs by practicing economies of scale with their suppliers, by so doing then suppliers are able to lower commodity prices. By also having a number of suppliers providing goods or services when needed then they can negotiate on lower costs for long term relationships and still avoid incurring costs related to supplier appraisals every time supplies are needed. Delivery flexibility is described as how fast products are delivered to the market place (Abdulkareem& Anchor,2013).According to Kumar (2004) delivery entails a lot of factors such as how fast a product or service is made available to the supermarket by suppliers on short term notice in case of an emergency, how the suppliers can be relied on when it comes to the development of the products or services and how fast modifications and improvements in these products and processes can be made as per buyers orders. Information technologies (IT) used in supply chain management varies from organization to organization depending on the type of activities carried out, however, those used in

Supermarkets include; supply chain management systems (SCMS), Internet or Web, electronic data interchange (EDI), Barcodes and mobile technologies like mpesa services. They enable organizations to receive and share information on time thus ensuring SC functions are run smoothly. Supermarkets should discuss how much information they should share with their suppliers and how both parties' systems should be linked to each other for easier communication (Kamau, 2014).

2.4 Supply Chain Agility

Agility is the potentiality of a firm to act very fast to the turn around that take place in the business environment which are brought about by unexpected shifts in supply and demand (Lee, 2004). According to Dekker (2006) there are five dimensions of agility namely; alertness, accessibility, decisiveness, swiftness, and flexibility. However, those related to the study are alertness, accessibility decisiveness. Alertness entails the capability of a business firm to smell out changes, opportunities and threats. According to Sharifi & Zhang (1999) firms need to be in a position where they can sense and anticipate changes in the business environment. By having good relationships with their suppliers' supermarkets are able to get information about any changes in the business environment like for example what their competitors are up to.

Accessibility is the capability of supermarkets to very fast access important information. Atkinson & Moffat (2005) discussed that information presence is one of the important factors for agility. Supply chain members must agree during negotiation on how they can share information on inventories, demand of goods/services and production (Ahn, 2012).

Access to this current and relevant information allows supermarkets to very fast notice any changes in the business environment (Overby, 2006). Decisiveness is the ability of a supermarket to make decisions using the available information as acquired. Speeding up of the decision phase in a supply chain helps firms achieve an agile response (Dekker 2006). The decision-making phase of the supply chain should be agreed on early in the negotiation process to be always as short as possible to enable parties' time to implement discussed decisions.

2.5 Negotiation and Supply Chain Agility

Implementation of good negotiation issues facilitates the firm's ability to attain effective low-cost procurement processes which improves profitability. Good negotiated agreements contribute a lot to the supply chain members as they are able to build better relationships and reach mutual beneficial results (Strengthscape, 2011). When supermarkets adopt good negotiations with their suppliers the end result becomes a workable supply chain agility thus enabling them to remain in market and competitive. Supply chain agility uses real time data to specify how a business entity's supply chain responds to changes in the business environment which can affect it from achieving its objectives. Agility enables the supply chain of a firm to change how its processes operate so as to match that of its business environment.

2.6 Empirical Literature Review

Many studies were conducted globally and locally on the concept of negotiation. Globally, Bajani, McMillan & Tadelis (2003) researched on Auctions versus Negotiation in

procurement. The purpose of the research was to identify whether a buyer of a customized product should use negotiation or competitive bidding when selecting his/her supplier. Their findings showed that auctions stultify communication between the customer and the seller; they also hinder the customer from making use of the seller's expertise when designing a product. The study's findings would not be applicable to the retail industry in Nairobi, Kenya. Wang, Kumar & Chiu (2009) researched on Agent based negotiation. The main aim of the research was to reveal how complex it was to come up with a supply chain formation. Their results indicated that at each level of the supply chain an agent worked as a broker for each service type they provided by interacting with other agents and coming up with ideas on how to achieve compatibility in their solutions. Each agent is concerned with coming up with ideas in strategic, tactical and operational levels. The study was not related to the topic of study which was on retail industry in Nairobi, Kenya.

Benyun & Kwang (2009) studied on concurrent negotiation for web services procurement in South Korea. The study established that the adoption of Service Level Agreement (SLA) negotiation coordination strategy led to utility, negotiation speed and success rate in web services procurement negotiation in South Korea. The major disadvantage of this study was that it was not carried out in Kenya hence the findings would not be applicable. Dzung, Ken-Yu & Pei-Ru (2014) undertook a research on procurement negotiation which concentrated on construction management (CM) in Taiwan, they came up with a game that helped students use their hands rather than the old teaching approach so that students could be able to meet industry requirements and improve their knowledge as well. However, there was a limitation on the study based on the fact that it was on construction management

in Taiwan and not retail based in Kenyan context. Dzung & Lin (2004) researched on the well-known negotiable points when it comes to building supplies procurement in Taiwan, their findings indicated negotiators of building supplies always came up with ideas about good agreements with higher payoffs for both parties thus leading to less negotiation time and saving on costs. The study was solely based on building material negotiation in Taiwan and thus not related to the topic of study.

Locally, Kimunyi (2014) researched on International Trade Negotiations approaches with Kenya being his case study where he ascertained that Kenya has not benefitted from international negotiation even after putting too much effort on it. The study recommended the Government should invest more on International Relations. The study was based on international relations and not retail industry as per the study research. Ethila (2018) studied on challenges of Negotiated Democracy and Women political representation. The reason for carrying out this study was to discover the consequences of negotiated democracy in Mandera County in relation to women representation. The research findings showed that women were not allowed to contest for political seats by the council of elders due to oppressive cultural values and favors. The study was on Women democracy negotiation and not retail industry. Kahurani (2016) researched on climate change negotiations. The objective of the research was to ascertain the influence of international negotiations on climate change with a focus on the role of Africa. The study findings showed that Africa agency had opportunities to leverage its potential to influence international negotiations on climate change but contends with acute challenges. It recommended a higher participation on climate change negotiation process by the African

governments. The study was not related to the topic of study which is on retail industry. Moraa (2006) researched on the different ways that unions use to negotiate for their members in case of a problem with the management. The main goal of the research was to come up with the elements that hinder good negotiation with the employees in Kenya. The results indicated that negotiations between employers and the unions representatives bear no fruit because the union representors went to the negotiation table without full preparations. They should be trained on negotiation skills so that they can be able to reach a win- win agreement with the management. The study however failed to ascertain the impact that negotiation has on supply chain agility in supermarkets in Nairobi

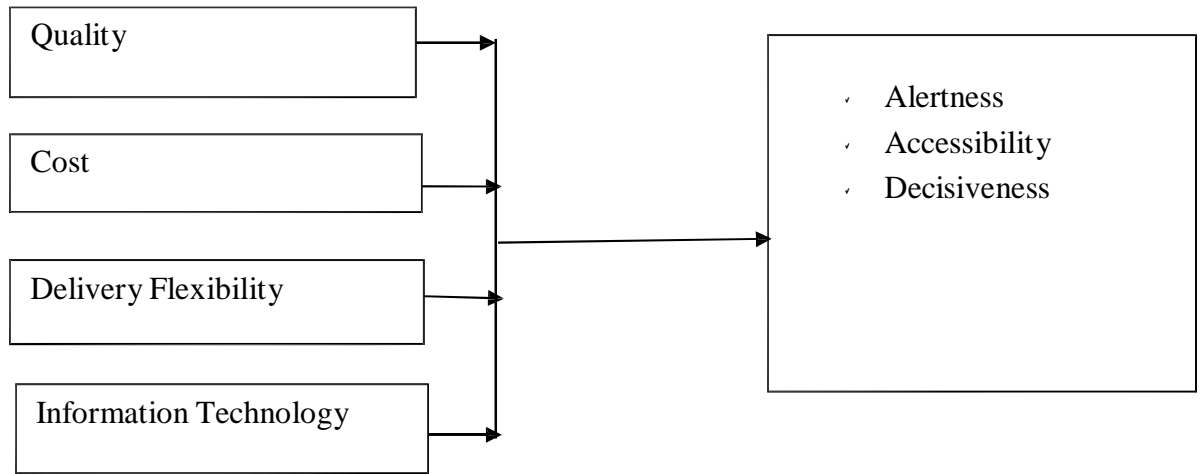
2.7 Conceptual Framework

It represents the relationship between independent variable and dependent variable. Negotiation which is represented by quality, cost, delivery flexibility and information technology is the explanatory variable. The response variable is Supply Chain Agility measured by alertness, accessibility and decisiveness.

Figure 2. 1- Conceptual Framework

Independent variable: Negotiation

Dependent variable: SC Agility



Source: Researcher (2021)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The approach used in this section, identified, defined and provided justification for the research design. It also discussed the data collection instruments and population that was identified and hence data analysis techniques used.

3.2 Research Design

Descriptive research design was used because the researcher was interested in knowing how issues like quality, cost, delivery- flexibility and information technology are negotiated by supermarkets in Nairobi in relation to SC agility.

3.3 Population

All the 68 (Appendix ii) Supermarkets in Nairobi County were studied as the target population. Each supermarket was issued one questionnaire giving a total of sixty-eight questionnaires. The population being small lead to a census being carried out.

3.4 Data Collection

The research respondents were made of procurement officials or equivalents of the sixty-eight supermarkets in Nairobi, Kenya. Raw data was gathered by issuing structured questionnaires in person, which according to Cooper & Schindler (2006), structured questions allow for uniformity of responses to questions. The questionnaires were made up of three segments. Segment A contained inquiry on the background of the supermarkets in

Nairobi; Segment B addressed issues negotiated by supermarkets in Nairobi while segment C entailed finding the relationship between the negotiated issues and supply chain agility.

3.5 Data Analysis

Data gathered from the study was edited, coded and analyzed to certify correctness. Data gathered on the objective of issues negotiated by supermarkets in Nairobi was evaluated by use of descriptive statistics and measures of central tendency which are mean and standard deviation. Data on the second objective which is finding the relationship between the negotiated issues and supply chain agility in supermarkets in Nairobi Kenya was examined by use of multiple regression analysis. Data was analyzed using regression analysis

Regression equation was as below

$$Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

$$Y_2 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

$$Y_3 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y_1 = Alertness

Y_2 = Accessibility

Y_3 = Decisiveness

$X_1 = \text{Cost}$

$X_2 = \text{Quality}$

$X_3 = \text{Delivery Flexibility}$

$X_4 = \text{Information Technology}$

$\epsilon = \text{Error Term}$

$\beta_{ij} = \text{Regression Coefficients}$

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter sets forth data analysis, outcomes from the analyzed data and the findings. Data analysis was done in relation to the objectives of the study which sought to determine the issues negotiated by supermarkets in Nairobi and to establish the relationship between the negotiated issues and supply chain agility of supermarkets in Nairobi County.

4.2 General Information

All the 68 Supermarkets in Nairobi County were targeted in the research, but only 54 of them fully completed the data thus making a percentage rate of 79.4%. This data was therefore reviewed as commendable to give details that can be used in coming up with the results of the various facts of the study, thus the researcher preceded for data analysis.

Table 4. 1 Response Rate

	frequency	percentage
Filled questionnaire	54	79.4%
Questionnaires not returned	14	20.6%
Total	68	100%

Source: Research Data (2021)

4.3 Background Information

This segment analyses the number of years the supermarkets have been running and the sum total of branches each supermarket owns in Nairobi County.

4.3.1 Number of years the Supermarket has been in operation

Table 4.2 Shows outcomes on the number of year's supermarkets have been operating in Nairobi.

Table 4. 2 Number of years the Supermarket has been in Operation

Number of years	Frequency	Percentage
Below 5	8	14.8
6-10	16	29.6
Over 11 years	30	55.6
Total	54	100

Source: Research Data (2021)

The researcher ascertained that many supermarkets in Nairobi County have been in operation for over 11 years (55.6%) followed by those between 6-10 years (29.6%) and lastly those that have been in operation below 5 years (14.8%). This implies that information collected was from supermarkets that have been in operation for long in Nairobi hence had more experience in negotiation thus able to answer the research questions.

4.3.2 Number of branches each Supermarket has in Nairobi

Table 4.3 Shows results on the total sum of branches each supermarket has in Nairobi.

Table 4. 3 Number of branches in Nairobi

Sum of branches	Frequency	Percentage
Less than 2	44	81.5
3-4	3	5.6
Over 5	7	12.9
Total	54	100

Source: Research Data (2021)

The table above shows that many supermarkets in Nairobi have less than 2 branches (81.5%) followed by those with over 5 branches (12.9 %) and lastly those with 3-4 branches (5.6%).

4.4 Negotiated Issues

Objective number one on the study was to determine the issues negotiated by supermarkets in Nairobi. To ascertain this, descriptive statistics was used on negotiated issues using a scale of 1 to 5, where; (1) Strongly disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree. Respondents were requested to indicate the adoption of negotiated issues in their various supermarkets. The finding from the tables below shows that supermarkets in Nairobi consider Cost, Quality, Delivery Flexibility and Supplier Information Technology

some of the issues negotiated when selecting their suppliers. The conclusions are shown using mean and standard deviation.

Table 4. 4 Cost

Cost	Mean Statistics	Std Dev Statistics
Cost of goods to be supplied is negotiated in the negotiation table with suppliers by the supermarket	4.72	0.45
The organization negotiates cost in their quest to select the best supplier for the purchase to be carried out	4.20	0.89
The supermarket selects the best supplier for supplies based on the lowest cost quoted for goods and services provided	4.38	0.97

Source: Research Data (2021)

Table 4.4 above shows that many of the respondents supported the opinion that cost of goods to be supplied is negotiated in the negotiation table with suppliers by the supermarket at a mean of 4.72 (std dev of 0.45). They were followed by those who supported the opinion that the supermarket selects the best supplier for supplies based on the lowest cost quoted for goods and services provided at a mean of 4.38 (std dev 0.97). Lastly, the findings show that supermarkets negotiate cost in their quest to select the best supplier for the purchase to be carried out at a mean of 4.20 (std dev 0.89). This shows that cost as a negotiated issue has been adopted by supermarkets in Nairobi before choosing their suppliers.

This agrees with Abdulkareem& Anchor (2013) who noted the benefit that arises when supermarkets negotiate on cost. Supermarkets can save costs by practicing economies of scale with their suppliers and by so doing then suppliers are able to lower commodity prices. By also having a number of suppliers providing goods or services when needed then they can negotiate on lower costs for long term relationships and still avoid incurring costs related to supplier appraisals every time supplies are needed.

Table 4. 5Quality

Quality	Mean Statistics	Std Dev Statistics
The supermarket evaluates quality of goods to be supplied by suppliers while selecting suppliers	4.59	0.63
The supermarkets ensures that all suppliers are ISO certified	4.66	0.54
The suppliers conform to the quality standards of the supermarket	4.57	0.68

Source: Research Data (2021)

From the results above, quality as a negotiated issue is highly negotiated by supermarkets in Nairobi with a mean average of 4.6. The study found out that supermarkets ensure that all suppliers are ISO certified with a mean of 4.66 (std dev 0.54) followed by those who

evaluate quality of goods to be supplied by suppliers while selecting suppliers with a mean of 4.59 (std dev 0.63) and finally the respondents ensure that suppliers conform to the quality standards of the supermarket with a mean of 4.57 (std dev 0.68). These conclusions can be compared to those of Lysons (2008) who claimed that firms establish measures that enable suppliers adhere to quality conformance and ensuring detection of any defects early in the process.

Table 4. 6 Delivery Flexibility

Delivery Flexibility	Mean Statistic	Std Dev Statistics
The organization engages suppliers who can deliver as per the varied requests of the supermarket	4.66	0.47
The organization engage suppliers who can quickly modify existing products to new customers demands	3.61	1.49
Suppliers who accept varying quantities orders are preferred	4.33	0.95
Ease of change of delivery schedule is an important consideration in choice of suppliers	4.33	0.93

Source: Research Data (2021)

The findings on the negotiation of delivery flexibility by supermarkets in Nairobi indicate that supermarkets engages suppliers who can deliver as per the varied requests with a mean of 4.66 (std dev 0.47) followed by suppliers who accept varying quantities orders with a mean of 4.33 (std dev 0.95).The analyst further found out that ease of change of delivery schedule as an important consideration in choice of suppliers with a mean of 4.33 (std dev 0.93) and lastly the organization engages suppliers who can quickly modify existing products to new customers demands with a mean of 3.6 (std dev 1.49).These agrees with Shakir (2014) who noted that delivery flexibility plays a role of competitive advantage to attain buyers satisfactions.

Table 4. 7Information Technology

Supplier information Technology	Mean Statistics	Std Dev Statistics
The Supermarket considers suppliers whose supply chain is integrated in terms of technology	4.09	1.23
Information exchange between the supplier and the supermarket is practiced	4.72	0.59
The supermarket evaluates whether the supplier has kept up to date technology trends	3.92	1.14

Source: Research Data (2021)

On the aspect of supplier information technology, the study found out most of the respondents were in support of Information exchange between the supplier and the supermarket being practiced which has a mean of 4.72 (std dev 0.59). Further the study found out that considering suppliers whose supply chain is integrated in terms of technology with a mean of 4.09 (std dev 1.23). Finally, the study found out that supermarket evaluates whether the supplier has kept present day technology trends which has a mean of 3.92 (std dev 1.14)

The results were similar with (Kithinji, 2015) who said that information technology is a key aspect in the running of the retail industry because it enables retailers to have up to date information of the stocks in place.

4.5 The Effect of Negotiation on Supply Chain Agility

Objective number two was to find out the relationship between negotiated issues and Supply Chain Agility of supermarkets in Nairobi. Agility dimensions used were Alertness, Accessibility and Decisiveness. The study adopted use of multiple regressions as indicated below:

4.5.1 Relationship between Negotiation and Alertness

Table 4. 8 Relationship between Negotiation and Alertness - Coefficients

	Coefficients	Standard Error	t Stat	P-value
Intercept	-0.107	0.646	-0.166	0.869
COST	0.387	0.124	3.117	0.003
QUALITY	0.328	0.114	2.884	0.006
D.FLEXIBILITY	0.214	0.084	2.562	0.014
IT	0.127	0.109	1.171	0.247

Source: Research Data (2021)

- a. Dependent variable: Alertness of Supermarkets in Nairobi
- b. Predictors: Cost, Quality, Delivery Flexibility, Information Technology

The following regression result was obtained

$$Y_1 = -0.1 + 0.39X_1 + 0.33X_2 + 0.21X_3 + 0.13X_4$$

As seen in table 4.8, Cost and Alertness are positively and notably associated. ($t=3.117$, $p=0.003$). This demonstrates that a rise in the cost of goods by suppliers leads to supermarkets being alert by 0.387. Cost has $p=0.003$ a sign that it is statistically significant at 0.05 critical value since it is less than 0.05. The Z value on the other hand is higher than 1.96 hence significant. Quality and Alertness are positively and notably associated, ($t=2.884$, $p=0.006$) a signal that higher quality of goods supplied by suppliers leads to a higher level of alertness by supermarkets by 0.328 and the related p-value of 0.006 which is evident that it is statistically significant at 0.05 critical value since it is below 0.05. The Z value is higher than 1.96 hence significant. Delivery Flexibility and Alertness are

positively and notably associated, ($t=2.562$, $p=0.014$) a proof that by having suppliers who practice flexibility then the supermarkets alertness goes by 0.214 and the associated p-value by 0.014 which is evident since it is less than 0.05. Since its Z value is higher than 1.96 then it's outstanding. Information technology and Alertness are positively and insignificantly related ($t=1.171$, $p=0.247$) signifying that improvement of information technology by supermarkets in Nairobi leads to increase in Alertness by 0.127. $p= 0.247$ thus statically insignificant and its z value which is below 1.96 thus insignificant too.

Table 4. 9Relationship between Negotiation and Alertness - Summary Output

Regression Statistics	
Multiple R	0.692
R Square	0.479
Adjusted R Square	0.436
Standard Error	0.379
Observations	54.000

Source: Research Data (2021)

- a. Dependent variable: Alertness of supermarkets in Nairobi
- b. Predictors: Cost, Quality, Delivery Flexibility, Information Technology

As seen from above there exist a relationship between the dependent and predictor variables as shown by the correlation coefficient (R) of 0.692. The coefficient of determination (R-square) presents a value of 0.479 meaning that 47.9% of Supermarkets Alertness is explained by the negotiated issues discussed. There exist other factors/issues (apart from negotiated issues by supermarkets) that influence Alertness that future studies should focus on.

Table 4. 10 Relationship between Negotiation and Alertness- ANOVAs

	df	SS	MS	F	Significance F
Regression	4.000	6.458	1.614	11.262	0.000
Residual	49.000	7.024	0.143		
Total	53.000	13.481			

Source: Research Data (2021)

- a. Dependent variable: Alertness of supermarkets in Nairobi
- b. Predictors: Cost, Quality, Delivery Flexibility, Information Technology

The p-value of the above ANOVA table is below 5% demonstrating that its statistically significant. From this, it can be concluded that the predictor variables which are Cost, Quality, Delivery flexibility and Information Technology are good predictors of Alertness.

4.5.2 Relationship between Negotiation and Accessibility

Table 4. 11 Relationship between Negotiation and Accessibility - Coefficients

	Coefficients	Standard Error	t Stat	P-value
Intercept	0.854	0.669	1.277	0.208
COST	-0.074	0.115	-0.646	0.521
QUALITY	0.106	0.107	0.992	0.326
D.FLEXIBILITY	0.414	0.129	3.212	0.002
IT	0.316	0.120	2.620	0.012

Source: Research Data (2021)

- Dependent variable: Accessibility of Supermarkets in Nairobi
- Predictors: Cost, Quality, Delivery Flexibility, Information Technology

The following regression result was obtained

$$Y_2 = 0.85 - 0.07X_1 + 0.11X_2 + 0.41X_3 + 0.32X_4$$

Here, Cost and Accessibility are negatively and insignificantly associated. ($t=-0.646$, $p=0.521$). This signifies that a decrease in cost of goods by suppliers results to supermarkets accessing less information on cost by -0.074 . Cost's $p=0.0521$ a sign that it is statistically insignificant. Its Z value is less than 1.96 thus making it to be insignificant. Quality and Accessibility are positively and insignificantly associated with each other, ($t=0.992$, $p=0.326$) an evidence that when high quality goods are supplied there exists a similar increase in accessibility of information on quality of goods by supermarkets by 0.106 and its p-value is 0.326 which shows that it is statistically insignificant. Its Z value

being below 1.96 leads to it being insignificant. Delivery Flexibility and Accessibility are positively and notably associated, ($t=3.212$, $p=0.002$) an evidence that by having suppliers who practice delivery flexibility then the supermarkets accessibility to modified goods leads to a similar increase by 0.414 and its associated p-value is 0.002 which signifies that it is statistically significant and its corresponding Z value being higher than 1.96 makes it significant. Information-Technology and Accessibility are positively and significantly connected ($t=2.620$, $p=0.012$) which is a sign that improvement of information technology by supermarkets in Nairobi leads to them accessing information by 0.316 where its $p=0.012$ thus statically significant and its associated Z value being higher than 1.96 makes it significant.

Table 4. 12 Relationship between Negotiation and Accessibility -Summary Output

Regression Statistics	
Multiple R	0.696
R Square	0.484
Adjusted R Square	0.442
Standard Error	0.377
Observations	54.000

Source: Research Data (2021)

- a. Dependent variable: Accessibility of supermarkets in Nairobi
- b. Predictors: Cost, Quality, Delivery Flexibility, Information Technology

As seen from above there exist a relationship between the dependent and predictor variables as shown by the correlation coefficient (R) of 0.696. The coefficient of

determination (R-square) presents a value of 0.484 meaning that 48.4% of Supermarkets Accessibility is explained by the negotiated issues discussed. There exist other factors/issues (apart from negotiated issues by supermarkets) that influence accessibility that future studies should focus on.

Table 4. 13 Relationship between Negotiation and Accessibility - ANOVAs

	df	SS	MS	F	Significance F
Regression	4.000	6.526	1.632	11.494	0.000
Residual	49.000	6.955	0.142		
Total	53.000	13.481			

Source: Research Data (2021)

- a. Dependent variable: Accessibility of supermarkets in Nairobi
- b. Predictors: Cost, Quality, Delivery Flexibility, Information Technology

The p- value of the above ANOVA table is below 5% demonstrating that its statistically significant. From this, it can be concluded that the independent variables which are Cost, Quality, Delivery flexibly and Information Technology are good predictors of Accessibility dimension.

4.5.3 Relationship between Negotiation and Decisiveness

Table 4. 14 Relationship between Negotiation and Decisiveness - Coefficients

		Standard		P-
	Coefficients	Error	t Stat	value
Intercept	0.078	0.643	0.122	0.903
COST	0.418	0.125	3.338	0.002
QUALITY	0.300	0.116	2.595	0.012
D.FLEXIBILITY	0.180	0.084	2.138	0.038
IT	0.107	0.110	0.973	0.035

Source: Research Data (2021)

- a. Dependent variable: Decisiveness of Supermarkets in Nairobi
- b. Predictors: Cost, Quality, Delivery Flexibility, Information Technology

The following regression result was obtained

$$Y_3 = 0.08 + 0.42X_1 + 0.3X_2 + 0.18X_3 + 0.11X_4$$

Here, Cost and Decisiveness are positively and notably associated with each other as seen above where (t=3.338, p=0.002). This signifies that when suppliers go high on cost of goods then supermarkets make decisions based on that by 0.418. Cost's P value is 0.002 a sign that it is statistically significant and it's associated Z value being higher than 1.96 makes it significant. Quality and Decisiveness are positively and notably associated, (t=2.595, p=0.012) an evidence that increase in the quality of goods supplied by suppliers leads to a similar increase in decision making by supermarkets by 0.300 and the connected

p-value is 0.012 which demonstrates that it is statistically significant. Its Z value is higher than 1.96 thus making it significant. Delivery Flexibility and Decisiveness are positively and notably associated, (t=2.138, p=0.038) an evidence that by having suppliers who practice delivery flexibility then the supermarkets decision making process leads to a similar increase by 0.180 and the associated p-value is 0.038 which is statistically significant. Besides, Z value is higher than 1.96 thus making it significant. Information-Technology and Decisiveness are positively and significantly related (t=0.973, p=0.035) which is a sign that improvement of information technology by supermarkets in Nairobi leads to a similar increase in decision making process by 0.107 where its p= 0.035 thus statically significant and its associated z value is higher than 1.96 hence significant.

Table 4. 15 Relationship between Negotiation and Decisiveness - Summary Output

Regression Statistics	
Multiple R	0.678
R Square	0.460
Adjusted R Square	0.415
Standard Error	0.386
Observations	54.000

Source: Research Data (2021)

- a. Dependent variable: Decisiveness of Supermarkets in Nairobi
- b. Predictors: Cost, Quality, Delivery Flexibility, Information Technology

As seen from above there exist a relationship between the dependent and predictor variables as shown by the correlation coefficient (R) of 0.678. The coefficient of

determination (R-square) presents a value of 0.460 meaning that 46% of Supermarkets Decisiveness is explained by the negotiated issues discussed. There exist other factors/issues (apart from negotiated issues by supermarkets) that influence Alertness that future studies should focus on.

Table 4. 16 Relationship between Negotiation and Decisiveness - ANOVAs

	df	SS	MS	F	Significance
Regression	4.000	6.196	1.549	10.418	0.000
Residual	49.000	7.285	0.149		
Total	53.000	13.481			

Source: Research Data (2021)

- a. Dependent variable: Decisiveness of Supermarkets in Nairobi
- b. Predictors: Cost, Quality, Delivery Flexibility, Information Technology

The p-value of the above ANOVA table is below 5% demonstrating that its statistically significant. From this, it can be concluded that the independent variables which are Cost, Quality, Delivery flexibility and Information Technology are good predictors of Decisiveness.

From the above discovery, it's clear that Negotiation and Supply Chain Agility have a strong positive relationship since the results are statistically significant at 5% confidence level.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section consists of the summary, conclusions, recommendations and limitations of the study. The research objectives were to determine the issues negotiated by supermarkets in Nairobi and to find out the relationship between the negotiated issues and supply chain agility of supermarkets in Nairobi.

5.2 Summary of Findings

The subject studied was on Negotiation and Supply Chain Agility of supermarkets in Nairobi, Kenya. Objective number one was to determine the issues negotiated by supermarkets in Nairobi while objective number two was to find out the relationship between the negotiated issues and Supply Chain Agility. The underpinning theories for the study were; the social-exchange theory and Argumentation theory. The study embraced the use of descriptive research design in its methodology where primary data was collected by use of questionnaires from respondents who were procurement officials or their equivalent in supermarkets in Nairobi. Sixty-eight questionnaires were distributed to various supermarkets under study, of which fifty-four were presumed good enough for analysis. This was comparable to a percentage rate of 79.4%. The background information pointed out on the number of year's supermarkets have been running and the sum total of branches each supermarket has in Nairobi County. Based on the number of years, the conclusions indicated that many of the supermarkets in Nairobi had been running for more than 11

years leading to more experienced in negotiation thus able to offer sufficient information as required by the researcher.

Based on objective number one which was to determine the issues negotiated by supermarkets in Nairobi, it was established that all the four issues which are cost, quality, delivery-flexibility and information technology are negotiated in a wide range as shown by the following mean values; Quality had the highest (M=4.6), followed by Cost (M=4.4), then Delivery- flexibility (M=4.2) and finally Information -Technology (M=4.0).

Regarding the relationship between the negotiated issues and Supply Chain Agility of supermarkets in Nairobi, there existed a positive relationship between negotiation and SC Agility which was presented by Alertness, Accessibility and Decisiveness. This was denoted by positive coefficient values in the coefficient table analysis results. The multiple regression models showed that the relationships were statistically significant with a 5% significant confidence level. The coefficient of multiple determination (R-Square) derived from the Alertness model presented a value of 0.479 meaning that 47.9% of Supermarkets Alertness is explained by the negotiated issues discussed. While that of Accessibility model presented a value of 0.484 meaning that 48.4% of Supermarkets access to important information involves the issues negotiated and lastly the Decisiveness model presented a value of 0.460 meaning that 46% of Supermarkets decision making process involves the issues negotiated. These meant that there exist other factors/issues (apart from those studied in the research) that influence SC Agility. These findings relate to those of Betts (2009) who found out that SC Agility was a relatively new concept within the supply chain literature that needed future researchers to explore more on it.

5.3 Conclusion

It's evident that supermarkets in Nairobi do negotiate on quality, cost, delivery flexibility and information technology with their suppliers to a considerable extent. This was stipulated on by conclusions from descriptive statistics which showed predominantly that all the negotiated issues had been put into action and thus negotiation is carried out effectively with suppliers. All the relationships were statistically significant at 5% confidence level since the value of $p < 0.05$. This therefore meant that the negotiated issues were good predictors of Supply Chain Agility which was presented by the following dimensions; Alertness, Accessibility and Decisiveness. From the results shown by the R square there exist other factors other than those discussed by the researcher that affect SC Agility.

5.4 Recommendations from the Study

Recommendations were made that all supermarkets should practice Negotiation and SC Agility because this enables Supermarket management to have a good relationship with their suppliers of goods and it also enables them to be aware of the changes in their business environment. From the findings, it's evident that there are other factors/issues that affect supply chain agility other than Negotiation. A similar study can be done with other predictor variables to determine how SC Agility affects supermarkets in Nairobi.

5.5 Limitations of the Study

The research was exclusively on supermarkets in Nairobi County which was a small focal point for a study of this nature. The study largely relied on data collected from supermarkets in Nairobi thus leading to limited responses. The study needed to put into consideration negotiation management and SC Agility in general apart from the negotiated issues under the study and the few supply chain agility dimensions discussed. The study did not put into attention the benefits and challenges associated with negotiation and SC Agility.

5.6 Suggestions for further Research

The center of attention of the study was on Supermarkets in Nairobi. Future studies should be carried out focusing on other supermarkets in other counties in the country and the retail industry at large. Further studies should be done on the same topic because the researcher was not able to cover all aspects of negotiated issues and SC Agility dimensions.

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APPENDICES

Appendix I: Questionnaire

This questionnaire has been created to gather unprocessed information on Negotiation and Supply Chain Agility in supermarkets in Nairobi County. Kindly go through it and respond to the questions asked fairly. The information you give will be for the intentions of academic study and will be treated with secretiveness.

Section A: Background Information

Supermarket Name

Indicate the number of years the supermarket has been running

Below 5 years []

6-10 years []

Over 11 years []

Indicate the total sum of branches your supermarket has in Nairobi

Less than 2 []

3-4 branches [] Over 5 branches []

Section B: Negotiated Issues by Supermarkets

Denote the degree to which every one of the statements below regarding the issues negotiated are accomplished by your supermarket. Use the provided information to mark the suitable answer. Indicate using a rank of 1 to 5 where:

- 1) Strongly disagree 2) Disagree 3) Neutral 4) Agree 5) Strongly Agree

Cost	1	2	3	4	5
Cost of goods to be supplied is negotiated in the negotiation table with suppliers by the supermarket					
The organization negotiates cost in their quest to select the best supplier for the purchase to be carried out					
The supermarket selects the best supplier for supplies based on the lowest cost quoted for goods and services provided					

Quality	1	2	3	4	5
The supermarket evaluates quality of goods to be supplied by suppliers while selecting suppliers					
The supermarkets ensures that all suppliers are ISO certified					
The suppliers conform to the quality standards of the supermarket					

Delivery Flexibility	1	2	3	4	5
The organization engages suppliers who can deliver as per the varied requests of the supermarket					
The organization engage suppliers who can quickly modify existing products to new customers demands					
Suppliers who accept varying quantities orders are preferred					
Ease of change of delivery schedule is an important consideration in choice of suppliers.					

Supplier Information Technology	1	2	3	4	5
The Supermarket considers suppliers whose supply chain is integrated in terms of technology					
Information exchange between the supplier and the supermarket is practiced					
The supermarket evaluates whether the supplier has kept up to date technology trends					

Section C: Supply Chain Agility

Mark the degree to which every one of the statements below regarding various negotiation issues affects supply chain agility in your supermarket. (Use the scale to show the most relevant answer)

1) Strongly disagree 2) Disagree 3) Neutral 4) Agree 5) Strongly Agree

Alertness	1	2	3	4	5
Gathering of customers feedback is very important					
Analysis of stock movement is done continuously					
The firm has strategies /ways of identifying changes					
The supermarket interchanges information with its suppliers					

Accessibility	1	2	3	4	5
The supermarket has ways of getting outside information at any time its required					
Managers are able to share real time information about inventory and sales					

The supermarket has invested resources in improving data accessibility within its supply chains					
Suppliers are able to access any information pertaining their supplies from the supermarket when required without delay					

Decisiveness	1	2	3	4	5
The supermarket is able to act very fast on any information it receives from the outside environment					
Managers have the authority to take actions immediately without seeking permission from senior management in the Supermarket					
Acting on relevant information takes the shortest time possible					

Appendix II: Record of Supermarkets in Nairobi, Kenya

1. Acacia
2. Bei Poa
3. Blossom
4. Builders
5. Carrefour
6. Ceasers
7. Chandarana /Food Plus
8. Choppies
9. Clean shelf
10. Dhawnt
11. Eagles
12. East Matt
13. Ebrahim &Co Ltd
14. Express
15. Fair Price Mini
16. Fairlane
17. Fourteen Star
18. Gal Mart
19. Highway
20. Home Choice
21. Home Depo

22. Jarma
23. Jeska
24. Kamindi
25. Karia
26. Karry MattDowntown
27. Kawangware Royal
28. Kibao
29. Kimsa
30. Koono
31. Kutata
32. Leestar
33. Mamakini
34. Mathai
35. Mesora
36. Midas
37. Muindi-mweusi
38. Mwereri
39. Nafuu Express
40. Nairobi Mart
41. Naivas
42. Nakumatt
43. Neiba's
44. Ngemi

45. Ngooni
46. On the way
47. Pedimart
48. Peframart
49. Quick Mart
50. Rikana
51. Saltes
52. Selfridges
53. Serabean
54. Sky Matt
55. Society Stores
56. Spring Valley
57. Stage Matt
58. Starlite
59. Stop and Shop
60. Sunshine
61. Tashcom
62. Tumaini
63. Tuskys
64. Uchumi
65. Uthiru Wayside
66. Village
67. Villian

68. Waiyaki Way

Source: Yellow Pages (2020)