INFLUENCE OF STRATEGIC MONITORING AND EVALUATION ON PERFORMANCE OF SUPERMARKETS IN KENYA

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DECLARATION AND RECOMMENDATION

DECLARATION

I declare that this thesis is my original work and has not been presented in any university for examination purposes.

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RECOMMENDATION

This thesis has been submitted for examination with our approval as the University Supervisors

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DEDICATION

This thesis is dedicated to my wife Fatuma Abdifatah for her support, and to my children Dhadi, Dansoye, and Darmi for their understanding and encouragement.

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ABSTRACT

Strategic monitoring and evaluation are some of the practices that supermarkets employ to enhance their performance They continually formulate and implement various strategies to enhance performance. However, the contribution of the strategies is not always ascertained due to a lack of robust monitoring and evaluation. This study endeavored to find out the influence of strategic monitoring and evaluation on performance of supermarkets in Kenya. The specific objectives were: to determine the effect of strategy monitoring, strategy evaluation, strategy feedback and strategy responsiveness on performance of supermarkets in Kenya. The theories that anchored this study are dynamic capabilities, Ansoff strategic success and strategic choice theory. The research employed a descriptive cross-sectional survey design. The target population was 1800 managers operating supermarket stores in 14 Counties which matched 30% threshold of the 47 Counties of Kenya. From the target population, a sample of 204 managers was obtained through cluster random sampling. Primary data was collected using a semi-structured questionnaire. The study involved the strategic management faculty to enhance research validity. A Cronbach Alpha test was done to check on reliability and an alpha of above 0.8 obtained which was good. The data gathered was analyzed using SPSS version 28. Correlation and multiple linear regression were performed at 0.05 significance level. The descriptive analysis revealed that 86.3% of the supermarkets had a strategic monitoring plan and 73.5% of supermarkets often reviewed strategies to ascertain performance. 81.9% of supermarkets conducted environmental scanning and 90.2% were ready to learn from failures as well as successes and make the required changes. Correlation analysis established a positive and significant effect among strategic monitoring ($r=0.720$, $p=0.000$), evaluation ($r=0.616$, $p=0.000$), feedback ($r=0.736$, $p=0.000$) and strategic responsiveness ($r=0.729$, $p=0.000$) on performance of supermarkets. The study findings on regression showed that strategic feedback had the largest positive and significant effect ($\beta=1.52$, $p=0.000$) on the performance of supermarkets, followed by strategic responsiveness ($\beta=0.623$, $p=0.004$), strategic monitoring ($\beta=0.401$, p-value=0.007) and lastly strategic evaluation ($\beta=0.317$, $p=0.008$). The study concluded that strategic monitoring, evaluation, feedback and responsiveness have a positive as well as significant effect on the supermarket performance. Further, strategic feedback records the largest effect on the performance of supermarkets compared to strategic monitoring, evaluation and responsiveness. Supermarkets needs to place more emphasis on strategy monitoring and evaluation to ensure maximum performance is realized. This study provides valuable insights on how strategic monitoring and evaluation influence supermarkets performance, guiding improvements and fostering competitive advantage.

Keywords: strategy, strategy monitoring, strategy evaluation, strategy feedback, strategy responsiveness, supermarket.

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NACOSTI	National Commission for Science, Technology and Innovation
SPSS	Statistical Package on Social Sciences
SWOT	Strengths, Weaknesses, Opportunities, and Threats
GDP	Gross Domestic Product
KPI	Key Performance Index
ROI	Return on Investment
RBV	Resource-Based View
DC	Dynamic Capabilities

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, the supermarket sector has been said to be a major rapidly evolving nexus in terms of scope as well as structure and differs drastically according to the country being investigated (Pilgrim et al., 2024). Differences and similarities are noticeable in supermarkets located in various countries since the strategies employed to boost performance are sometimes similar and vary in others. For instance, similarities may be seen in certain industrialized countries like United States and United Kingdom as the supermarket industry continues to change as a result of demands from the international economy, competition, as well as technology (Pilgrim et al., 2024). In the USA, large supermarket stores are typical since they have steep markdowns and thin profit margins. In general, buyers favor high-end products, such as organic and natural brands (Ibisworld, 2016). Due to the economic slump, consumer tastes have also shifted in the UK, and competition from new entrants has increased. Supermarket have to monitor and evaluate such customers feedbacks and respond effectively to retain a competitive edge.

Supermarkets worldwide are estimated to have a market value of 0.98 trillion US Dollars in 2024 which is expected to rise to 1.16 trillion US Dollars in 2029, increasing at a compound year growth rate of 3.3 percent in the course of projected time frame (2024-2029) (Mordor intelligence, 2024). This projected performance would only be possible if the supermarkets strategies aimed at maximizing the current performance. In the African context, earlier studies such as those of Gitau et al. (2020), established that despite the discourse and existence of many strategies, there continue to be gaps in supermarkets performance. Gitau et al. (2020) study found that performance is dependent on the ability to implement strategies rather than on whether strategic plans are present or not. Their study was silent on the need to conduct strategy monitoring and evaluation. In addition, Gitau et al. (2020) study also found that hastily developed strategies without taking organizational structure, design, or resource availability into account, as well as poorly communicated strategies that do not provide all employees with the exact same data, and the style of leadership that is chosen, are some of the reasons why strategies fail contributing to low performance. However, their study was silent on the need to for strategy feedback and responsiveness for the formulated and implemented strategies.

Over the past few years, there has been a growing realization of the potential for strategic monitoring and evaluation to improve an organization's performance (Onyoni, 2022). Typically, the choice of strategy a supermarket adopts can have differing feedback and responsiveness on performance. Some strategies may increase performance, while others deter firms' performance. Some of the strategies by supermarkets include market focus, market penetration, differentiation, cost leadership, and innovation (Akoi et al., 2021). This study focused on establishing the influence of strategic monitoring and evaluation on the performance of Supermarkets in Kenya. This study demonstrates the impact of strategy monitoring, strategy evaluation, strategy feedback, and strategy responsiveness among supermarkets on their performance.

Notably, one organization's key performance indicators would be different from the others. Some rely on profit levels and sales revenue growth rate, while others use customer retention rate and market share size to gauge performance (Kerzner, 2022). This section, therefore, globally explore strategic monitoring and evaluation practices on supermarkets performance and specify the problem of study and the scope to be covered by the research. Strategic monitoring and evaluation have become a primary tool in helping organizations operate successfully in a dynamic and complex environment. Organizations at all levels are expected to continuously assess the shifting environment to develop or adjust strategies to help them stay competitive and stable in the ever-changing marketplace (Hunger, 2020).

Due to the rapidly evolving socioeconomic environment, Supermarkets must work harder than before to remain in operation. Supermarkets need sustainable strategic plans if they want to stay in business. A strategy refers to a set of actions taken by a firm to increase profits, reduce losses, and hold its position against other firms (Bett & Avoga, 2023). The strategies are crucial in determining which areas or sectors a firm should focus on to achieve its goals. Further, strategic monitoring and evaluation is a major tool that helps companies locate their market niche where a competitive advantage would be achieved (Bett & Avoga, 2023). Typically, monitoring and evaluation allow organizations to find a sustainable strategic plan that would enhance their performance.

Globally, various supermarkets have experimented with different strategic practices to optimize performance. The Delhaize marketing group is one of the examples based in the Netherlands and functioning across multiple continents. Delhaize Group has experimented with various strategies to improve its organization's performance. Delhaize's (2017) findings reveal specific choices of strategy that led to the marketing group's improved performance. Such strategies included introducing well-known chain stores to clients in numerous places, introducing opportunities for customers to save money on their transactions, and providing excellent options for cleaner and better items. Further, there are various KPIs that supermarkets can use to measure performance. Shimamura (2023) reveals that supermarket managers can use KPIs like profit margins, turnover rates of inventory, sales figures, and customer satisfaction scores to assess supermarket performance to determine strategy responsiveness.

Many African countries' supermarket industries have flourished due to the support of the continent's growing middle class, and as a result, their economies are shifting toward consumer-driven markets (Wanjohi et al., 2019). Due to factors such as globalization, intense industry competition, ongoing technological advancements, and the emergence of a consumer-driven market, the number of supermarkets in Africa has expanded tremendously (Okello & Ngala, 2019). Kenya has the highest concentration of supermarkets in the entire Eastern Africa.

The need for additional outlets is rising as a result of increasing urbanization. Supermarkets make up about a third of Kenya's retail area, and if self-service demand increases favourably, they are expected to rise by 18% annually (Okello & Ngala, 2019). According to Wanjohi et al. (2019), the wholesale and retail trade in Kenya is one of the subsectors that is growing the fastest, contributing 7.3% of the country's GDP. Supermarkets in Kenya have faced difficult times despite their upward tendency because of the volatile business climate. Some of the biggest companies in the market, like Uchumi, Tuskys, and Nakumatt, have closed most of their stores recently (Gitau et al., 2020) which may result from weak strategy monitoring and evaluation practices.

1.1.1 Performance of Supermarkets

Performance is one of the most significant concepts in strategic monitoring and performance (Diba & Omwenga, 2019). Supermarkets in Kenya handle a diverse range of products, some considered extremely perishable fast-moving consumer goods. Supermarkets work in a dynamic and fiercely competitive business climate. To survive and record increased performance, these businesses must continuously develop and adopt new strategies (Gitau et al., 2020). Some supermarkets, like Nakumatt Holding Ltd., have been forced to shut down operations because they could not adapt to these environmental changes (Gitau et al., 2020). These supermarkets face mismanaged cash flow, inadequate reporting frameworks, inadequate supplier payment scheduling, and employee and consumer theft (Daisy, 2023).

Performance in supermarkets is further influenced by various external and internal factors. Externally, economic fluctuations, regulatory changes, and technological advancements pose significant risks and chances. For instance, the integration of modern technologies as well as e-commerce platforms has become essential for supermarkets to enhance customer experience and streamline operations (Musumbi, 2023). Additionally, the outbreak of COVID-19 ignited the need for supermarkets to adapt to changing consumer behaviors, such as increased online shopping and demand for home delivery services (Muiru, 2023). Supermarkets that swiftly adapt to these external changes by embracing technology and re-evaluating their supply chain strategies are more likely to sustain high performance.

Internally, factors such as employee engagement, organizational culture, as well as leadership styles play crucial roles in determining performance outcomes. Effective leadership fosters a positive work environment and encourages innovation and adaptability among employees, which are critical for maintaining competitive advantage in a rapidly changing market (Nyambok, 2023). Supermarkets that invest in employee training as well as development, foster a collaborative culture, and implement robust internal communication strategies are better positioned to achieve and sustain high organizational performance. Moreover, efficient inventory management and supply chain optimization are vital for reducing costs and improving service delivery (Chege & Mutua, 2023). By focusing on these internal dynamics, supermarkets can enhance their operational efficiency and overall performance.

To further illustrate, successful supermarkets continuously analyze market trends and customer feedback to tailor their product offerings and services. This customer-focused strategy increases market share by drawing in new clients as well as keeping current ones (Okello & Wambua, 2023). Furthermore, the implementation of sustainable measures, such cutting down on food waste and switching to eco-friendly packaging, has grown in significance for the operation of organizations.

Consumers are more likely to support businesses that demonstrate social responsibility and environmental stewardship (Kariuki & Ndegwa, 2020). Therefore, supermarkets that integrate sustainability into their core strategies are likely to experience long-term performance benefits and a stronger brand reputation.

The monitoring and evaluation of strategies guarantee supermarkets' survival in a dynamic environment characterized by shifting consumer preferences and expectations. Sustainable performance would be enhanced if the formulated and implemented strategies were monitored and evaluated to assess if the projected organizational performance was met. Kerzner (2022) reveals that the levels and scores of the KPI(s), including the sales growth rate, revenue streams, market share, and customer satisfaction scores, indicate the level of organizational performance for a firm in the retail industry. Supermarkets have high performance if, for instance, they expand their market share by having more loyal customers.

Additionally, it is evident from Cytonn's report (2023) that most supermarkets that have increased their scope of operations by opening several other branches were due to better performance. The basic idea behind strategic monitoring and evaluation is that firms must match their capabilities to the dynamic business environment to register increased performance (Gaitho, 2019). A company's performance in terms of its aims and objectives is analyzed to determine its organizational performance. Kenyan supermarkets work in a dynamic and fiercely competitive environment, which makes it necessary for them to develop strategic plans that, when put into action, would enable them to meet their objectives, enhance their performance, and provide substantial returns on investment (Gitau et al., 2020).

Key performance indicators include financial indicators such as the level of profits obtained, revenue streams, sales growth rate, customer base, and market share; non-financial indicators, such as customer loyalty, customer retention, and customer satisfaction, are key to getting feedback or responsiveness to the strategy. Generally, strategic monitoring and evaluation require assessing for increased sales, profits, and large market share, leading to the supermarket's growth and expansion. However, due to the closures brought on by some supermarkets' poor performance, job losses are imminent in Kenya, particularly for young people (Okello & Ngala, 2019). This has significantly raised crime rates and contributed to unemployment-related poverty.

Losses for stockholders and investors have resulted from the retailers' subpar performance. Additionally, it has hurt Kenya's economy by causing the industry's GDP contribution to fall compared to other sectors (Okello & Ngala, 2019). The poor performance would be due to poor strategic monitoring and evaluation as supermarkets fail to find room to implement corrective measures and alleviate the poor performance. This study sought to analyze the influence of strategic monitoring and evaluation on the strategies formulated and implemented by the supermarkets in the selected counties.

Several established supermarkets nationwide branches in Kenya include Naivas, Cleanshelf, EastMatt, QuickMatt and Magunas (Kanano & Wanjira, 2021). Each supermarket forms and implements different strategies but deviates in monitoring and evaluation, which is unable to pinpoint areas of default that would require performance improvement (Kanano & Wanjira, 2021). The choice of strategy adopted by one firm may differ from the other, implying diversity in strategy feedback and responsiveness. This is evidenced in the Cytonn report, which shows that while some supermarkets are closing their business due to poor performance, others are opening new branches and expanding their outlets (Cytonn, 2023). The Cytonn (2023) report implies that supermarkets opening new outlets monitor and evaluate implemented strategies and strengthen weak areas to ensure the sustainability of the strategy. However, supermarkets that fail to monitor and evaluate strategies do not know of any deviations, and continuous implementation of such a strategy leads to decreased performance.

This study sought to analyze the influence of strategic monitoring and evaluation on the organizational performance of supermarkets in selected Counties of Kenya. The study sought to establish the impact of strategy feedback and responsiveness among the supermarkets in the selected Counties on Organizational performance. This study focused on the supermarkets concentrated in 14 Counties to meet a threshold of 30% of the 47 Counties. The 14 Counties include the County of Meru, Embu, Laikipia, Kirinyaga, Nyeri, Tharaka Nithi, Muranga, Nyandarwa, Kiambu, Nakuru, Nairobi, Marsabit, Isiolo and Wajir County. The counties are highly focused on several growing and diverse supermarkets, which allowed for the generalization of results.

1.1.2 Strategic Monitoring and Evaluation in Supermarkets

Effective strategy monitoring and evaluation yields many benefits to any organization (Wardhani & Dini, 2020). Supermarkets that do not monitor and evaluate their strategies may fail to experience the effect of such strategies. Ferreira (2020) asserts that an organization's strategy is the focal point as well as direction that enables it to obtain an advantage in a dynamic environment by allocating resources and expertise in a way that ultimately satisfies stakeholders. Musyoka (2023) reveals that strategy monitoring and evaluation connect the organization with the outside environment, as an organization must benchmark with similar firms to see whether they are heading in the right direction.

Supermarkets must thoroughly evaluate customer preferences, competitor strategies, and industry trends (Aaker & Moorman, 2023). This evaluation helps identify market opportunities and potential threats. Furthermore, as part of strategy monitoring and evaluation, a SWOT analysis would be necessary to aid in assessing the internal strengths as well as weaknesses of the organization (Wardhani & Dini, 2020). The SWOT analysis would help point out the external opportunities and threats that are very important in developing new strategies that leverage strengths, mitigate weaknesses, exploit opportunities, and counter threats (Aaker & Moorman, 2023).

Resources must be effectively allocated to support strategy monitoring and evaluation. In addition, the impact of the implemented strategies would be realized through robust strategy monitoring and evaluation. Managers must establish a feedback mechanism to gather customer, employee, and stakeholder insights regarding the implemented strategies (Kabeyi, 2019). Further, the evaluation would involve assessing the Key Performance Indicators (KPIs), including sales growth, market share, customer satisfaction scores, and profitability, to see if the projected targets were achieved (Kerzner, 2022).

Strategy monitoring and evaluation would also encompass benchmarking with peers in the retail sector and conducting regular reviews of strategy implementation to identify aspects that need improvement and make required adjustments (Kabeyi, 2019). Different supermarkets make different strategies depending on the objective of the supermarket. Some will use a cost leadership strategy to compete based on offering lower prices than competitors. Others will differentiate by emphasizing product quality, variety, and unique offerings to differentiate themselves in the market and justify premium pricing (Gatutha & Namusonge, 2020). Other strategies include focus strategy, where the supermarkets may focus on specific market segments, and diversification strategies through expansion into related industries such as online grocery delivery, meal kit services, or convenience stores (Gatutha & Namusonge, 2020).

Precisely, the strategies' feedback and responsiveness may differ depending on the niche the firm intends to focus. Examples of strategies include initiating promotions and discounts every week for various products, developing a unified payment system across the supermarkets' stores, introducing customer loyalty cards, introducing shift work, and increasing the hours of operation (Kanano and Wanjira, 2021). Assessing the feedback of such strategies by employing well-established KPIs is important to help define an organization's performance.

1.2 Statement of the Problem

Supermarkets worldwide continue to engage in diverse practices to propel their performance. However, supermarkets need to realize that strategic monitoring and evaluation are useful tools for improving the performance of supermarkets (Kanano & Wanjira, 2021). Recent studies such as those of Kadenyeka and Mwasiaji (2023) reported that ten supermarkets in Kenya for the last decade, ending 2023, had to reduce their branches. Some had to close their businesses completely due to poor performance. Cytonn report shows that as per the year ending 2023, Tuskys had closed 59 branches, remaining only 5 in operation. Uchumi had closed 35 branches, remaining only 2 in operation, while Choppies, Shoprite, and Nakummatt had closed all their branches (Cytonn, 2023).

The closure of supermarkets has led to increased unemployment, crime, poverty, and losses to investors. According to Cytonn's (2023), report, the downfall of the supermarkets was due to mismanagement. The mismanagement may be attributed to problems in strategy monitoring and evaluation whereby management needs to point out a weakness and correct it early. Some supermarkets like Nakumatt have been forced to shut down completely due to the continuous implementation of poor strategies (Kadenyeka & Mwasiaji, 2023). The change strategy would have been executed before the poor outcome was realized without robust monitoring and evaluation. Other studies, like those of Onyoni (2022) assert that organizations specializing in necessities, like supermarkets, need to be more effective need to be more effective in monitoring and evaluating their strategies, which has led to failure in meeting customers' demands.

Further, the strategy adopted by the supermarket may have differing feedback and responsiveness on the performance. Some methods include weekly promotions and discounts, increased advertisements, a unified payment system across the supermarkets' stores, customer loyalty cards, increased operational hours, and shift work (Kanano & Wanjira, 2021). According to Okwemba and Njuguna (2021), many organizations spend a lot of finances formulating and implementing strategies. Yet, their outcome must be monitored and evaluated more often to assess if the projected performance was met. While some supermarkets like Nakumatt, Tuskys, and Uchumi are closing their businesses, others like Quickmatt opened four branches, and Naivas made to open six branches probably due to a better choice of strategy (Cytonn, 2023).

Additionally, foreign supermarkets continue to penetrate the Kenyan retail sector; for instance, Game, a Supermarket whose origin is South Africa, made its opening at Garden City Mall in Nairobi. Others include Carrefour, a French supermarket with some outlets in different Malls in Nairobi, including Two Rivers Mall in Kiambu and Sarit Center Mall in Westlands (Tapera, 2016). The interest of foreign firms reveals that the Kenyan retail sector is thriving, and local supermarkets need to strategize to maintain their space before being overpowered by foreign supermarkets.

As mentioned, Nakumatt has closed all its stores, and Kariuki (2018) reveals that the decline in Tusky's supermarket is due to many misfortunes and administrative challenges. However, Naivas and Quickmart continue to make tremendous moves in the retail industry through diversification strategies and market expansion. Previous researchers such as Gitau et al. (2020) and Kanano and Wanjira (2021) focused their attention on strategy formulation and implementation as some of the factors that influence performance of supermarkets. Very scarce information on the influence of strategic monitoring and evaluation on supermarkets performance, which formed the rationale of this study. This study intended to determine the influence of strategic monitoring and evaluation as well as strategy feedback and responsiveness on the performance of Supermarkets in Kenya.

1.3 Objectives of the Study

The following general and specific objectives directed the research:

1.3.1 General Objective

To analyze the influence of strategic monitoring and evaluation on the performance of supermarkets in Kenya.

1.3.2 Specific Objectives

The following specific objectives leads the research.

i. To establish the influence of strategy monitoring on the performance of Supermarkets in selected Counties of Kenya.
ii. To determine the influence of strategy evaluation on the performance of Supermarkets in selected Counties of Kenya.

iii. To assess the influence of strategy feedback on the performance of Supermarkets in selected Counties of Kenya.

iv. To evaluate the influence of strategy responsiveness on the performance of Supermarkets in selected Counties of Kenya.

1.4 Research Hypothesis

- Ho1. There exists no significant relationship between strategy monitoring and the performance of Supermarkets in selected Counties of Kenya.
- Ho2. There exists no significant relationship between strategy evaluation and the performance of supermarkets in selected counties in Kenya.
- Ho3. There exists no significant relationship between the strategy feedback and performance of Supermarkets in selected Counties of Kenya.
- Ho4. There exists no significant relationship between strategy responsiveness and performance of supermarkets in selected counties in Kenya.

1.5 Significance of the Study

This research helps supermarket managers comprehend the influence of strategic monitoring and evaluation on supermarket performance. This study aimed at helping supermarkets in the selected counties address difficulties faced in monitoring and evaluating strategies to improve their performance. The study provided useful insights on strategy monitoring and evaluation to the senior management professionals tasked with implementing business strategies. This helps them monitor and evaluate the impact of their current plan and determine whether the adopted strategies support their supermarkets in meeting their business goals. This helps them make informed strategic decisions that support the organization's sustainability in the long run. The study provides the government with knowledge of the performance of the retail sector and how certain strategic policies impact the performance of supermarkets.

The study provided new knowledge on strategic management useful upon incorporation by members of strategic management faculty and organizations. In addition, academicians and scholars enhances their understanding of strategy monitoring and evaluation and how it influences performance. The research findings is useful to policymakers and strategists in the retail sector as they provide information that form the basis of their policy formulation. Further, the study opened an avenue for further and future research to be done in strategic monitoring and evaluation and address existing gaps.

1.6 Limitations of the Study

A lack of access to comprehensive and accurate data due to proprietary concerns or lack of transparency within the industry might constrain the research. However, the researcher engaged various stakeholders in the supermarket industry who provided anonymized data to ensure the data collected from the participants was relevant. Secondly, gaining cooperation and trust from supermarket management for data collection and participation in the study could pose challenges due to competition and confidentiality concerns. Some of the supermarket's managers might need to reveal some of their strategies due to fears that their rival counterparts can know them. However, the researcher-built relationships with supermarket management by clearly communicating the benefits of participation, such as improved performance insights and industry benchmarking. Thirdly, the study uses data collected at one point in time, and therefore, the long-term effectiveness of strategic monitoring and evaluation on the performance of supermarkets might have yet to be discovered. Future studies could thus pursue similar research using longitudinal research designs.

1.7 Scope of the Study

The scope included the following Counties: Meru, Embu, Laikipia, Kirinyaga, Nyeri, Tharaka Nithi, Muranga, Nyandarwa, Kiambu, Nakuru, Nairobi, Marsabit, Isiolo and Wajir County. The selected counties made up 30% of the 47 counties. The Counties are highly concentrated with some growing supermarkets. The counties are diverse; therefore, the research findings can be generalized to the whole country. The study variables included strategy monitoring, strategy evaluation, strategy feedback, and strategy responsiveness as the independent variables, while performance of supermarkets is the dependent variable. The time frame for the research was estimated to be five months, commencing January to May. However, exact estimates of profits obtained upon strategy execution won't be captured to uphold the honesty of the survey and meet the ethical considerations. In any case, the study did not carry out a gross margin analysis.

1.8 Assumptions of the Study

The study assumes that data collected from the supermarkets distributed in the 14 Counties represent the whole country and that the findings can be representative. The study assumed that the data gathered is adequate to respond and address the research hypothesis and that the findings are accurate and trustworthy. This study also depended on the researcher's ability to obtain sufficient resources so that it can be finished and that the respondents can be contacted as soon as possible.

1.9 Definition of Terms

Strategy: Is a thorough action plan to meet particular goals or objectives of an organization like a supermarket. It includes making decisions regarding the distribution of resources, the organization's place in the market, and how to handle opportunities and difficulties. (Bett & Avoga, 2023).

Strategy Monitoring: Involves regularly tracking and evaluating the progress of the implemented strategies. It entails assessing variations between actual and projected performance and taking appropriate corrective action to keep the supermarket moving toward its goals (Blake et al., 2021).

Strategy Evaluation: This is the procedure for evaluating the efficiency of the strategies put into practice by the supermarkets. It involves measuring outcomes, analyzing performance, and determining whether the strategies achieve the desired results. Evaluation helps identify strengths and weaknesses in the strategy and makes necessary adjustments for improvement (John & Pallangyo, 2024).

Strategy Management: It encompasses formulating, implementing, monitoring, and evaluating strategies to achieve organizational objectives. It involves making strategic decisions, aligning resources, and guiding the supermarket toward its goals (Kituma, 2022).

Strategy Feedback: Refers to gathering information about the outcomes of strategic decisions and actions, analyzing the data, and using it to adjust the strategy or make further actions aimed at improving supermarket performance (Fuertes et al., 2020).

Strategy Responsiveness: Refers to the supermarket's ability to adapt as well as respond quickly to changes in the business environment or to unexpected events (Constantino, 2021).

Performance Refers to the degree to which a supermarket meets its goals. It can be quantified using a variety of Key performance Indicators (KPIs), including indicators related to money, market share, customer satisfaction, worker productivity, and innovation (Kerzner, 2022).

Key Performance Indicators: Refers to quantifiable metrics used to measure performance. Examples include sales growth rate, gross margin, inventory turnover rate, customer satisfaction scores, customer retention rate, and profit levels. The indicators help evaluate operational efficiency, profitability, and customer service effectiveness (Kerzner, 2022).

Supermarket: Refers to a big retail store that sells a wide range of food and household items. (Kanano & Wanjira, 2021).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlines the theoretical as well as literature review, organized according to the objectives of the study objectives. Strategic monitoring and evaluation have been reviewed critically, focusing on their influence on performance among supermarkets. Among the concepts reviewed are supermarket performance, strategy, strategic monitoring and evaluation, among others, that anchor the study's objective.

2.2 Theoretical Review

The theoretical review includes combining several theoretical perspectives into a single framework to address a particular research problem. The study's theoretical framework consists of three theories: the dynamic capabilities theory, Ansoff Strategic Success theory, and Strategic Choice theory.

2.2.1 Dynamic Capabilities (DC) Theory

The resource-based view (RBV) needs to be more adequate regarding how resources and capabilities are produced and redeveloped in response to dynamically changing contexts. This led to the birth of dynamic capabilities theory (DC). Teece et al. (1997) suggested that DC is a source of competitive advantage. The scope of DC theory does not extend to the idea that a corporation that acquires valuable, rare, unique, and non-substitutable (VRUN) resources gains a sustainable competitive advantage (Teece, 2007). According to Bleady et al. (2018), dynamic capabilities enable organizations to incorporate, mobilize, as well as rearrange their resources and skills to adapt quickly to the dynamic environments. To achieve long-term competitive advantages and improved outcomes in quickly changing settings, a corporation might restructure its approach and resources using DCs.

The Dynamic Capabilities (DC) Theory is instrumental in understanding how strategy monitoring impacts performance. This theory highlights how crucial it is for a business to be able to combine, develop, and reorganize its internal as well as external skills in order to adapt to quickly changing circumstances (Bleady et al, 2018). By monitoring strategies, supermarkets can continually assess their internal and external conditions, identify potential threats and opportunities, and make timely adjustments. This ongoing process helps ensure that the organization's strategies remain relevant and effective, which in effect increases performance. The DC theory underpins the first objective by highlighting the need for supermarkets to develop dynamic capabilities that facilitate continuous monitoring and adaptation to maintain a competitive position in a volatile market setting.

Strategy evaluation is critical for understanding the success or failure of implemented strategies, and the Dynamic Capabilities (DC) Theory provides a robust framework for this process. According to the DC theory, organizations must constantly evaluate their strategies to ensure they are effectively leveraging their capabilities and resources to adapt to market changes (Bleady et al, 2018). By evaluating strategies, supermarkets can identify which initiatives are yielding desired outcomes and which are not, enabling them to reallocate resources more efficiently and refine their strategic approaches. This theory supports the second objective by underscoring the importance of strategic evaluation in fostering organizational agility and performance improvement in a dynamic business environment.

In the context of supermarkets, where competition is fierce, and consumer preferences constantly evolve, Dynamic Capabilities Theory offers profound insights into strategic monitoring and evaluation. Supermarkets must establish robust monitoring mechanisms to track the effectiveness of implemented strategies, gather feedback from customers and stakeholders, and benchmark against competitors. Regular evaluation enables supermarkets to identify areas for refinement or redirection, ensuring alignment with evolving market dynamics (Teece, 2005). By embracing the Dynamic Capabilities Theory, supermarkets can navigate uncertainties with resilience and foresight. The theory encourages a proactive stance towards change, enabling organizations to survive and thrive in dynamic market environments (Teece, 2007). Ultimately, by integrating this theory into strategy formulation, implementation, monitoring, and evaluation, as well as the strategic practice adopted by supermarkets, they can foster sustainable competitive advantage and enhance long-term performance.

2.2.2 Strategic Choice Theory

Strategic choice is associated with John Child's research from 1972, and it still significantly impacts the study of organizations and strategic management. Strategic Choice Theory emphasizes the role of strategic decision-makers in actively shaping an organization's strategies and performance (Montanari, 1979). The theory helped understand how the feedback of various strategic choices made by supermarket management, such as the choice of strategy and key performance indicators, influence performance.

The Strategic Choice Theory is central to understanding how strategy feedback affects performance. This theory posits that organizations have the power to make strategic decisions that shape their structure and processes in response to environmental changes (Ahmed et al., 2020). Strategy feedback allows supermarkets to gather insights from implemented strategies, understand their impact, and make informed decisions about future actions. By incorporating feedback into their strategic decision-making processes, supermarkets can adjust their strategies to better align with market demands and internal capabilities. The Strategic Choice Theory underpins the third objective by highlighting the role of strategic feedback in enabling organizations to make proactive choices that enhance performance.

Strategic Choice Theory offers a lens through which to understand the impact of strategic decisions made by supermarket management on performance. Firstly, strategic choice theory sheds light on how an organization's management selects and implements specific strategies (Montanari, 1979). For instance, decisions regarding cost leadership strategies, market segmentation, differentiation, and innovation are central to a supermarket's competitive positioning. By actively adopting certain practices over others, management influences how resources are allocated and how value is created for customers.

Secondly, Strategic Choice Theory highlights the importance of aligning strategic choices with the organization's external environment and internal capabilities (Ghonim et al., 2022). Supermarkets must consider market dynamics, consumer preferences, regulatory factors, and technological advancements when making strategic decisions. For example, in response to changing consumer trends towards healthier food options, supermarket management may invest in sourcing organic products or expanding their fresh produce offerings.

Furthermore, Strategic Choice Theory helps understand how strategic decisions impact Key Performance metrics such as profitability, market share, and customer satisfaction (Akpa et al., 2021). For instance, a supermarket that effectively implements a differentiation strategy by offering unique and high-quality products may attract more discerning customers willing to pay premium prices, thereby improving profitability and market share. Additionally, Strategic choice theory highlights the iterative nature of strategic decision-making (Ahmed et al., 2020). Supermarket management must continuously assess the effectiveness of their chosen strategies and be prepared to adjust course based on feedback and changing circumstances.

This adaptive approach ensures that strategic choices remain relevant and contribute positively to performance. Typically, Strategic Choice Theory provides a valuable framework for understanding how the strategic decisions made by supermarket management influence performance. By emphasizing the role of decision-makers in shaping strategies that align with the external environment and internal capabilities, this theory elucidates the dynamics behind strategic monitoring and evaluation and their impact on supermarkets' competitive positioning and overall success.

2.2.3 Ansoff Strategic Success Theory

The Ansoff Strategic Success Theory was formulated by Igor Ansoff and offers a platform to examine the influence of strategic monitoring and evaluation through the lens of market penetration and product diversification (Ansoff, 1957). Ansoff's theory suggests that businesses can succeed by the existing market with new or existing products (Ansoff, 1957). In the context of supermarkets, this theory holds significant implications for evaluating the influence of strategic monitoring and evaluation. Market penetration strategies involve increasing market share within existing markets by improving customer satisfaction, enhancing operational efficiency, or implementing effective marketing campaigns. For instance, supermarkets can employ loyalty programs, expand their product assortments, or optimize their supply chains to penetrate deeper into their current markets.

The Ansoff Strategic Success Theory is particularly relevant when examining the influence of strategy responsiveness on performance. This theory focuses on the strategic decisions organizations make to achieve growth and success, emphasizing the importance of responsiveness to external and internal stimuli (Guven, 2020). Strategy responsiveness entails the ability of supermarkets to swiftly and effectively respond to changes in the market, consumer preferences, and competitive actions. By being responsive, supermarkets can capitalize on new opportunities, mitigate risks, and maintain their relevance in the marketplace. The Ansoff Strategic Success Theory supports the fourth objective by providing a platform for understanding how strategic responsiveness contributes to sustained performance and competitive advantage.

On the other hand, product diversification strategies entail entering new markets or introducing new products to diversify revenue streams and mitigate risks. Supermarkets may diversify by entering new geographical locations, offering niche products, or expanding into complementary services such as online grocery delivery. Evaluation in supermarkets involves assessing the results of strategies in terms of increased share of the market, profitability, customer retention as well as satisfaction, and brand loyalty (Guven, 2020). This would inform the strategic responsiveness of the implemented methods. Successful execution of Ansoff's strategies would demonstrate effective strategic management, while failure to achieve desired results may indicate the need for strategic reassessment (Ansoff, 1957).

In addition, the Ansoff Matrix aids in evaluating the hazards connected to any tactic (Guven, 2020). The theory offers an overall structure for determining and implementing strategy as well as for assessing the opportunities and dangers related to each objective. Organizations can utilize the theory to evaluate the opportunities and risks involved in each strategy, choose the best course of action, put their selected strategy into action, and then monitor and modify it as needed. Ansoff's theory of strategic success is helpful to this study since it clarifies why what influences a company's performance is affected by its strategy and how to monitor and assess it.

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2.3 Empirical Review

The empirical review examines the research as well as writings of previous academicians on the similar subject (Nakano & Muniz, 2018). This empirical review shall include previously published research on the influence of strategic monitoring as well as evaluation on the performance of supermarkets.

2.4 Performance of Supermarkets

Organizational performance implies how well an organization generates the necessary results from its inputs to meet its objectives and goals. It involves many aspects, including financial metrics like profitability and efficiency, customer satisfaction results, innovativeness, and productivity of the workers(Charles & Ochieng, 2023). Here, supermarket performance refers to consistent revenue generation and maintaining profitability while delivering quality goods and services that meet customers' preferences and requirements, innovating to keep up with market trends, and adequately utilizing resources for operational efficiency. Performance measurement in an organization is often done numerically. It involves sales revenue, profit margins, ROI, market share, customer retention rates, employee satisfaction scores, and product/service quality surveys (Bendle et al., 2020).

Performance is key in finding out the influence of strategic monitoring and evaluation (Kosgey & Njuguna, 2019). The expectation is that implementing a particular strategy by a supermarket would lead to performance. Such performance can be evaluated either in qualitative or quantitative metrics. Organizations like supermarkets may look at performance quantitatively to include revenue growth, profitability, as well as ability to reduce costs and return on investments (Mwiriki et al., 2015). Other measures include brand loyalty, customer satisfaction, and the company's image; according to Kosgey and Njuguna (2019), supermarket performance depends on several factors. A few examples of well-known financial metrics are the margin of profit, growth in sales, ratio of capital adequacy, return on equity, return on assets, revenue, and more. Different financial ratios will have various significance levels depending on how the company is organized.

One of the primary indicators of performance for a supermarket is its sales and revenue figures. High sales volumes and increasing revenues indicate that the supermarket attracts customers, makes sales, and generates profits (Tien et al., 2021). Strategies such as effective merchandising, pricing, promotions, and product placement can influence sales performance. Customer satisfaction is crucial for the success of a supermarket. Customer satisfaction increases the likelihood of returning and referring others to the store (Islami et al., 2020). Supermarket performance can be measured through customer feedback, surveys, and ratings. Product quality, variety, cleanliness, customer service, and checkout efficiency significantly determine customer satisfaction.

Additionally, efficient inventory management is vital for supermarkets to minimize stockouts, reduce excess inventory, and optimize product turnover (Wanyonyi, 2017). Supermarket performance in this area can be assessed by inventory turnover ratio, shrinkage rates (loss of inventory due to theft, damage, or expiration), and out-of-stock occurrences. Further, supermarkets must ensure smooth and efficient operations to meet customer demand while controlling costs (Ali & Anwar, 2021). Performance indicators such as labor productivity (sales per employee), checkout wait times, stocking efficiency, and overall store cleanliness and organization can gauge operational efficiency. Also, effective supply chain management is essential for supermarkets to maintain a steady supply of products while minimizing costs and disruptions (Wanyonyi, 2017).

Performance can be evaluated based on supplier relationships, inventory replenishment speed, transportation efficiency, and accuracy. Employee performance can be assessed through employee turnover rates, employee satisfaction surveys, training investments, and performance evaluations (Riyanto et al., 2021). In addition, supermarkets that leverage technology effectively can enhance efficiency, customer experience, and competitiveness. Performance indicators related to technology adoption include online sales growth, utilization of data analytics for decision-making, adoption of automation and self-checkout systems, and implementation of mobile apps for customer convenience.

Notably, performance in supermarkets involves a multifaceted evaluation of various factors such as sales, customer satisfaction, operational efficiency, supply chain management, profitability, employee engagement, and technology adoption (Diba & Omwenga, 2019). Continuous monitoring and evaluation in these areas are essential for supermarkets to remain competitive and thriving in the dynamic retail industry. Among other things, organizational effectiveness in supermarkets includes such features as profitability, market share, customer satisfaction, operational efficiency, and employee productivity. Attracting and retaining the right new customers is a challenging task. Empirical studies allow us to get detailed information on the factors influencing the performance of supermarkets. The correlation between different factors and supermarkets' performance has been a topic of multiple studies.

One good example is the study conducted by Achuora and Robert (2020) which focuses on the impact of supply management on the performance of a Supermarket. They discovered that supply chain management positively influences the performance of organizations by increasing operational efficiency, cutting costs, and improving the satisfaction of customers. Customer satisfaction is one of the most important predictors of performance in the supermarket area. Research by Slack and colleagues (2020) points out that supermarkets with satisfactory shopper purchase experience go-ahead to outperform their competitors in income and market share. It emphasizes that organizations depend on good customer service and customer satisfaction to realize operational success.

Additionally, human resource aspects such as employee engagement as well as satisfaction are associated with the performance of the supermarket industry. A recent study by Noercahyo et al. (2021) showed that supermarkets with a highly motivated and satisfied workforce have lower turnover rates and maintain high performance and profitability levels. This emphasizes human resource management tactics as one of key factors responsible for results and operations of an organization. Alternatively, technical innovation and adoption of new highly impact the company's performance in supermarkets. Studies have revealed that supermarkets that adopt advanced technologies like data analytics, automation, and online platforms tend to have a higher market share and more significant revenue (Gitau et al., 2020). In brief, empirical evidence shows that customer satisfaction, employee engagement, and technology are central drivers determining supermarkets' organizational effectiveness. Supermarkets must understand and manage the key factors to survive in the highly cut-throat, competitive business arena.

2.5 Concept of Strategy

The competition in today's business arena, where supermarkets are no exception, is fierce, and the extent to which an organization can thrive is primarily determined by its laid-out strategies. As retail elements, supermarkets face numerous complicated challenges, such as changing consumer preferences, market saturation, and technological advances. Therefore, a supermarket has to develop a strategy to ensure continued performance, progress, and competitiveness (Gitau et al., 2020). A plan starts when it is formulated. Strategy formulation entails examining the present circumstances, establishing goals, comparing different strategies, and choosing the course of action with funds' allocation to implement the selected method (Fuertes et al., 2022).

As Hunger (2020) indicated, another aspect is strategic analysis, which comprises the organization's overall direction and perspective over the long term. It is the process of evaluating the organization internally and externally and identifying opportunities and threats in the business setting. In this research, the operational definition of strategy formulation is the consistent approach focused on the overall state of the company evaluation, mission, vision, objectives set, and the strategic plan generation to reach these targets.

Strategy Formulation entails making a SWOT analysis of an organization, which involves identifying its strengths, weaknesses, opportunities, as well as threats and using this analysis to create appropriate strategies to build on the strengths, eliminate weaknesses, exploit the opportunities, and answer threats. Grant (2021) reveals that strategy formulation constitutes several vital elements, including establishing the organization's purpose and stating how it will look in the future. The elements form different ways of achieving their goals and determining the best path. Finally, cost transfers are related to the strategy and include funds, human resources, and technology.

Mio et al. (2022) reveal that the measurement strategy formulation is done by evaluating the quality and effectiveness of the formulated strategies in terms of subjective criteria. This can include Determining whether the planned strategies align with the organization's mission, vision, as well as objectives. They evaluate flexible strategies for internal and external environmental fluctuations. Estimating the degree of creativity and novelty in the developed strategies is essential. The efficiency of the mechanisms to support the interests and demands of all those involved and evaluate the utility and feasibility of the conceived strategies.

This literature review uses various scholarly articles to delve into the associations between strategy formulation as well as the performance of supermarkets, providing insights into different strategic approaches and their impact. According to Omanwa (2020), Supermarkets' strategy formulation entails defining the vision and mission statement for the organization and detailing the core principles of achieving them. Grant (2021) suggests that suitable strategic formulation involves analyzing internal and external factors, such as market demand, competition behavior, and customer preferences. Strategic decisions in supermarkets include product variety choice, pricing policies, supply chain management, and even expansion plans.

Various papers bring substantial expertise in assessing the global scene of supermarket strategy formation. Puspaningrum's (2020) study demonstrates that a market-oriented approach is the key to the success of supermarket strategies. In this view, understanding and providing customers better than competitors becomes the critical pillars of competitive advantage. Market orientation strategies like customer segmentation, customized offers, and product development that are in tune with customer tastes are the primary approaches that correspond to market orientation principles.

Besides, the work Zou et al. (2021) do on the essential role of resource allocation in creating strategy also deserves attention. The rightful use of resources, especially assets that match core capabilities, is highlighted as the most significant driving force behind the high performance of supermarkets.

The technical aspects of technologies used for inventory management or staff training programs are examples that can significantly impact operational efficiency and general performance if they are well invested in. Furthermore, Tien (2020) evaluates the aspects of internationalization strategies, which leads us to understand that the retail sector's internationalization brings not onlyities but also risks. While there are positive outcomes in border crossing whereby one can develop and grow, the risks are also enormous. Strategic planning and putting it in place are necessary for proper international growth.

Instead of developed countries like the United States and various European countries, researchers like Haarhaus and Liening (2020) indicate that strategic flexibility is the key to competitive advantage in unpredictable markets. Supermarkets operating in these regions face various factors, such as ever-changing consumer demand, cut-throat competition, and emerging policy environments. In facing this uncertainty, incorporating the strategy's flexibility is essential to business success. In addition, the findings of the study by Badenhop and Frankquist (2021) show that brand building is a strategic priority for supermarkets in the area. Having a powerful brand image and achieving association with customers' feelings are the key points emphasizing brand difference and customer retention.

In contrast with those studies carried out in developing countries, including most countries in Africa, the problems related to the shortage of resources and operational difficulties often play the leading role. For example, the cost leadership strategies and operational efficiency elucidated in Darmawan and Grenier (2021) are crucial elements for the success of a supermarket in such contexts. Local research shows distinct market dynamics and sources of supermarkets' challenges in particular regions. For instance, Das's (2021) work on the Indian market identifies that supermarkets are best positioned when they apply segmentation, targeting, and positioning tactics within the dynamic and multifaceted environment. A study done by Fidyah and Setiawati (2020) emphasized the necessity of shaping a culture that encourages behavior for employees to be more productive and engaged.

Although prior research has yielded valuable findings, we observe some omissions and shortcomings in these studies. Regarding methodology, some studies may have poor data analysis techniques and do not sufficiently consider bias. For instance, the case studies on internationalization strategies provide valuable research. However, a quantitative assessment of their effectiveness in a cross-cultural context may be required.

In this regard, our research seeks to fill the existing gaps by considering the strategy formation in the supermarket industry from all region's viewpoints. Furthermore, our research seeks to ensure that theory is related to practice by providing guidance specific to market conditions and geographical spots. Rigorous study methodology and generalized analysis are employed to improve and develop the current pool of knowledge on the phenomenon of the supermarket industry by providing the stakeholders with theory-grounded and practice-oriented facts across various regions.

Several essential elements, including market orientation, effective resource allocation, innovation, global expansion, and adaptation to environmental changes, influence the relationship between strategy formulation and performance outcomes. In the ever-changing retail world, supermarkets that formulate strategies in line with such characteristics are better positioned to manage opportunities, capitalize on competitive challenges, and achieve sustainability. It is imperative to acknowledge that the efficacy of strategy formulation is contingent upon contextual elements, including but not limited to market features, organizational capabilities, and leadership vision.

Upon forming the strategy, the organization will implement it. Strategic implementation refers to converting strategic plans or decisions into action. This consists of planning, carrying out, and distributing personnel, tools, and resources by the provisions of the strategy. As Tawse and Tabesh (2021) stated in the article, 'Strategy implementation is a crucial stage in strategic management as planning turns to execution.' In the present research, the practical method of strategy implementation means realizing strategic objectives and aims by involving organizational activities, structures, and processes. These elements are then rolled out throughout the company, which consists of achieving strategic objectives among the departments, teams, and individuals.

According to Weiser et al. (2023), strategy implementation constitutes various components, including The development or restructuring of the organizational setup to deliver on the point in question imp, roving communication and coordination, and allocating budgets, staff, and other resources in a way that aids the development and completion of strategies. Identifying and improving existing processes or making new ones to make fewer steps and, accordingly, the strategic direction. It is developing a leadership style and an organizational culture that can progress commitment, innovation, and the ability to adapt to deliver the strategy. It is advisable to institutionalize systems for assessing, measuring, and analyzing the performance of strategic goals and making any necessary changes to stay on target.

It is multidimensional to measure the success of strategy implementation, which is a complex task. The implementation plan first serves as an active objective indicator, allowing to keep up with the strategy and providing for the implementation road map (Butt, 2020). Secondly, a critical factor that affects this is the availability of the resources that determine the organization's capability to swiftly implement the plan and overcome any challenges (Kafi & Adnan, 2022). Thus, using modern technology as an operational, strategic tool cannot be underrated. It facilitates organizations to maximize cutting-edge tools and systems to improve process efficiency and reach strategic goals (Allioui & Mourdi, 2023). These metrics, taken together, provide information on how effective a strategy is and call for taking action when necessary, enabling business adaptation to the changing markets.

Supermarkets have a strict duty in today's highly competitive retail environment: satisfying customer needs while remaining one step ahead of competitors and industry trends. Their performance mainly depends on how well they implement strategic initiatives suited to their distinct market positioning. In the context of supermarkets, this literature review seeks to explore further the complex relationship between performance and strategy implementation. Analyzing the literature is done to clarify the variables affecting the execution of a strategy and the consequences for organizational results. Robust strategy implementation in the context of supermarkets is affected by a wide range of factors, each of which is vital in determining the final result. First, Leadership is a key component, with senior management support and employee participation frequently mentioned as essential factors in ensuring successful execution (Yoon & Suh, 2021).

Champions of strategic initiatives, e.g., Chief Executive Officers, Project managers, and Departmental heads, foster an organizational culture of drive and accountability that inspires staff to coordinate their efforts with broader objectives. Organizational structure and culture also have a significant influence on the implementation process. Adaptive cultures and flexible organizational designs are associated with tremendous supermarket implementation success (Cadden et al., 2020). A culture that treasures innovation, collaboration, and constant development fosters an environment favorable to the successful implementation of a plan. Retail strategies, especially resource allocation and alignment, are crucial to businesses' success.

According to Gitau et al. (2020), the strategic allocation of resources, such as funds and people, plays a significant role in ensuring desired results and accounts for the overall strategy. They also emphasized the nature of supermarkets' resource conflict with supplying the initiatives. Also, the successful enrollment of employees and their involvement is essential, and this issue should be resolved with the help of solid monitoring methods and effective communication channels. Wainaina and Odari (2022) revealed the significant impact of a well-executed strategy on supermarkets' performance to ensure productivity and efficiency at the strategic level. They emphasize the importance of process simplification, waste reduction, and supply chain management. They mentioned how those three things most contribute to operational excellence and superior customer experiences.

Chagnon (2022) provided compelling evidence that distinct strategy implementation results in a superior competitive advantage for grocery retailers, and they can develop an edge and reach a larger market share by aligning their assets and capabilities with specific strategic objectives. They also point out that creating an atmosphere for effective implementation fosters an innovative and flexible culture and quick responses to market fluctuations while taking advantage of emerging opportunities. Mukonza and Swarts (2020) established that successful strategies positively affect the financial performance of companies and the retail industry in particular. They claim that supermarket chains have better conditions for reaching strategic goals: income growth, revenue growth, and the value of shareholders.

Nevertheless, the authors, Antwi-Agyei and Stringer (2021) highlighted various barriers hindering the implementation, including poor communication, insufficient resource allocation, and resistance to change. There are also challenges from outside, such as the instabilities in the economies, shifting the regulations, and the advanced technologies (Diener & Špaček, 2021). Apart from that, Alghamdi and Agag (2024) highlighted a challenging retail sector comprised of dynamic markets, changing consumer habits, seasonal changes, and intense competition. They stated the importance of flexible strategies adapting to this volatile world.

These studies together show that effective strategy execution in the retail industry contributes much to improving performance in retail. Nevertheless, the existing research work needs to be answered more. Interpretational aspects, which include small samples and the absence of long-term data, may undermine the validity of the results. However, unlike some studies that discuss the barriers, there needs to be a comprehensive analysis of particular strategies that can help overcome these challenges.

2.6 Strategy Monitoring and Performance of Supermarkets

Supermarkets are essential players in the complex web of the retail industry because they act as central locations for consumer goods and necessities. Strategy Monitoring is a holistic and systematic process through which program progress, effectiveness, and outcomes are tracked (Okafor, 2021). This process entails looking into the implementation of intervention strategies regularly to verify if they are on the right track. As suggested by Serhani et al. (2020) strategy monitoring typically includes a continuous process of collecting data on the strategy's progress, including inputs, activities, outputs, as well as outcomes to track the project implementation. The monitoring process helps check on the implementation of planned activities, identify any deviations or difficulties, and take corrective measures if needed. The quantitative or qualitative methods involve surveys, interviews, observation, or document review to track the data.

According to Blake et al. (2021), strategy monitoring is closely looking how the plan is implemented and spotting variations from initial projections. Monitoring involves a comprehensive analysis of how well strategies work to achieve organizational goals and objectives, considering various quantitative and qualitative criteria. Effective monitoring is essential to make well-informed decisions in supermarkets. As per Shimamura (2023) supermarket managers can obtain significant insights by regularly observing key performance indicators (KPIs) like profit margins, turnover rates of inventory, sales figures, and customer satisfaction scores." Using this information, they may quickly modify price and product selection tactics. Store strategies align with the firm's objectives and are regularly monitored and evaluated.

Supermarkets must adjust their strategy to remain relevant and competitive when market conditions and consumer preferences change (Von, 2021). Supermarket managers can determine whether their existing strategies are helping to achieve long-term goals through ongoing evaluation or if they need to be adjusted to better match them with shifting organizational priorities and market realities. A culture of continuous improvement is also promoted in supermarkets by the iterative strategy monitoring and assessment process. Supermarkets may improve operational efficiency and boost performance by implementing focused interventions after methodically analyzing performance measures and pinpointing areas of underperformance (Barasin et al., 2024).

The knowledge of strategy monitoring within supermarkets presented in the existing literature provides an indisputable background of optimizing the allocation of resources, mitigating risks, creating employee engagement, and ensuring transparent communication with stakeholders. Nevertheless, these studies shed a global light, while the local dynamics and regional diversities are often considered insignificant. Most of the research has been primarily conducted in developed countries, such as the United States and Western Europe. The research conducted in these countries has undoubtedly deepened our knowledge about the function of a supermarket.

While there is an apparent deficit in the study conducted on developing countries and continents like Africa, the significance of this issue should be considered. In these cases, retail chains must face separate problems, including sociocultural gaps, infrastructure problems, and highly volatile markets. Conclusively, filling the gap and examining how supermarkets are operational in different geographic areas is essential.

Supporting this, Gupta et al. (2023) highlighted the importance of efficient planning and reviewing in searching for inefficiency and reduced supermarket waste. Albeit their results enable a more profound understanding, they primarily focus on the broader global schema. Still, the question is how these general strategies should be applied in specific regions or areas. One answer is adapting these strategies to local conditions to address unique market dynamics and peculiar operational challenges.

Moreover, Aljohani (2023) demonstrates the importance of early warning systems to sense danger and keep it at bay through strategic surveillance; this is necessary for risk management. This is undoubtedly so; the risks and hazards will differ from one setting to another but may also vary significantly across the supermarkets depending on their specific nature and practices. Therefore, disease-adapted investigations that examine the risks of different areas within a region and determine whether supermarkets should change accordingly are needed.

Engaged employees, with the engagement and accountability of Miller and Miller (2020) are the critical factors for meeting strategic objectives. Nevertheless, the effectiveness of engagement strategies may show different levels among different cultures and organizational contexts. In conclusion, the influence of cultural differences and organizational structures on the efficiency and effectuation of employee engagement initiatives concerning diverse regional backgrounds is worth exploring. John and Pallangyo (2024) indicate the necessity of clear communication with stakeholders to improve rust. Each region has unique communication challenges and stakeholder dynamics influenced by their specific communication needs. Thus, future investigations should focus on the intricacies and determine what could be done effectively in different cultures and regulatory surroundings to share information with stakeholders.

This research intends to thoroughly study the impact of strategy monitoring on supermarkets' ability to sustain their performance across different geographic backgrounds. This research attempts to take a different approach that appreciates the diversity of various regions to provide practical and specific recommendations that will enhance the competence of practitioners operating in other areas around the globe. Moreover, one of the objectives of this study is to review empirical evidence and develop robust methodologies critically. Therefore, this study sought to enrich the existing literature by providing more comprehensive insights into the factors affecting supermarket performance across different geographic environments.

2.7 Strategy Evaluation and Performance of Supermarkets

Evaluation, as defined by Okafor (2021) is the "systematic gathering and assessment of information on a program's actions, character, and results by using appropriate methods to guide decision-making, improve effectiveness, and shape policy development." This study's operational definition specifies strategy evaluation as a process whereby the data related to the implementation and outcomes of strategies is collected, analyzed, and interpreted purposefully to enable informed decision-making and enhance the workability of strategy. According to Bartolacci et al.(2020), evaluation aims to establish the strategies' efficiency, relevance, and sustainability by assessing their outcomes and impact. This process consists of analyzing the goals achieved and the extent to which they have been reached. Additionally, evaluation can assist in finding the solutions for what works well and what does not, as well as recommendations for better improvements. Evaluation tools may involve statistical analysis, case studies, cost-benefit analysis, and stakeholder feedback. Strategy evaluation is measured using Key Performance Indicators (KPIs) and the evaluation criteria already set during the planning phase of the strategy. KPIs measure the strategy's performance by giving variables, while assessment points help measure the result's effect and impact. Indicators that measure the progress include but are not limited to the target, budget expenditure, timeliness, and stakeholder engagement.

Evaluation criteria may comprise objectives achievement, resource utilization efficiency, stakeholder needs relevancy to these objectives, and project sustainability, among other things. By systematically measuring and analyzing data against those indicators and criteria, organizations can successfully monitor and assess their strategies to ensure continuous accountability, learning, and adaptation (Blake et al., 2021). Supermarkets must implement robust strategies to navigate the competitive landscape and guarantee sustainable growth. However, more than developing a plan, ongoing assessment and monitoring are essential to determine its efficacy and make the required modifications (Blake et al., 2021). It’s behind this literature that this study sought to explore the complex relationship between strategy evaluation and supermarket performance.

2.8 Strategy Feedback and Performance of Supermarkets

In the competitive landscape of the retail industry, supermarkets stand as pivotal players, constantly evolving to meet the demands of consumers while maintaining operational efficiency. Amidst this dynamic environment, strategy feedback and responsiveness concepts emerge as critical determinants of organizational success.

Strategy feedback entails systematically collecting and analyzing data pertaining to market trends, consumer preferences, and competitor actions (Rosário & Raimundo, 2021). In supermarkets, feedback serves as a compass, guiding decision-making processes and facilitating strategic adjustments (Fuertes et al., 2020). Supermarkets gain valuable insights into shifting consumer behaviors and preferences by actively soliciting customer feedback through surveys, reviews, and sales data analysis.

Customer feedback stands as a cornerstone of strategy feedback for supermarkets. Through surveys, reviews, and transactional data analysis, supermarkets glean invaluable insights into consumer preferences, purchasing patterns, and satisfaction levels (Ochieng, 2017). This intimate understanding of customer sentiment empowers supermarkets to tailor their product assortments, promotional strategies, and service offerings to meet evolving needs effectively. Employee feedback constitutes another vital dimension of strategy feedback (Rosário & Raimundo, 2021). By soliciting input from frontline staff, management gains valuable perspectives on operational challenges, customer interactions, and process inefficiencies.

Periodic reviews and performance evaluations further facilitate the identification of strengths, weaknesses, and opportunities for improvement within the organizational framework. Market analysis and environmental scanning round out the arsenal of strategy feedback tools for supermarkets (Ochieng, 2017). By monitoring industry trends, competitor actions, and macroeconomic indicators, supermarkets gain a comprehensive view of the external landscape (Fuertes et al., 2020). This proactive stance enables supermarkets to anticipate market shifts, capitalize on new opportunities, as well as mitigate potential risks effectively. It is behind these constructs that this research intended to determine the impact of strategy feedback on the performance of supermarkets in selected Counties of Kenya.

2.9 Strategy Responsiveness and Organizational Performance

Strategy responsiveness epitomizes the agility and adaptability of supermarkets in navigating a dynamic marketplace. Strategy responsiveness encompasses a spectrum of organizational capabilities geared towards swift and effective action in response to feedback and environmental stimuli (Constantino, 2021). Decision-making speed stands as a hallmark of strategy responsiveness for supermarkets. In an era of rapid technological advancements and shifting consumer preferences, making informed decisions swiftly confers a distinct competitive advantage. Supermarkets that streamline decision-making processes can capitalize on fleeting market opportunities and stay ahead of the curve.

Innovation capability serves as another linchpin of strategy responsiveness. Supermarkets that foster a culture of innovation can continually reinvent themselves, introducing novel products, services, and customer experiences. By harnessing creativity and embracing change, supermarkets can differentiate themselves in a crowded marketplace and carve out a niche for sustained success.

Risk management preparedness constitutes a critical aspect of strategy responsiveness for supermarkets (Simba et al., 2017). In an environment fraught with uncertainty and volatility, supermarkets must anticipate and mitigate risks proactively.

Whether it be supply chain disruptions, regulatory changes, or economic downturns, supermarkets that adopt a comprehensive risk management framework can weather storms and emerge more vital in the aftermath. Organizational structure and technological advancements underpin the foundation of strategy responsiveness for supermarkets. Agile organizational structures, characterized by flat hierarchies and cross-functional collaboration, enable supermarkets to adapt swiftly to changing market conditions (Von, 2021). Furthermore, investments in technology, such as data analytics, automation, and digital platforms, enhance operational efficiency and customer engagement, thereby bolstering responsiveness. It is behind these constructs that this research intended to find out the impact of strategy responsiveness on the performance of supermarkets in selected Counties of Kenya.

2.10 Summary of Research Gaps

Empirical evidence that anchors this study shows contradictory results. Most of the reviewed studies purport that supermarket that engage in strategic monitoring and evaluation effectively improve their performance. The supermarkets point out strategic monitoring weaknesses and integrate the requisite measures to improve performance. However, the performance of some supermarkets like Nakumatt, Uchumi, and Tuskys continues to decline despite efforts to engage various strategies. The decline in most supermarkets' market share is attributed to low profits, low sales revenues, and a decline in the number of customers.

Typically, most organizations that engage in prompt monitoring and evaluation promote accountability and improve stakeholder confidence. Firms can see whether the set targets were met and whether any improvements would be made. It’s evident from reviewed literature that strategies must be monitored and their results evaluated to assess whether the projected performance was met. Organizations that fail to monitor and evaluate their strategies cannot recognize deviations in strategies, which will result in poor performance.

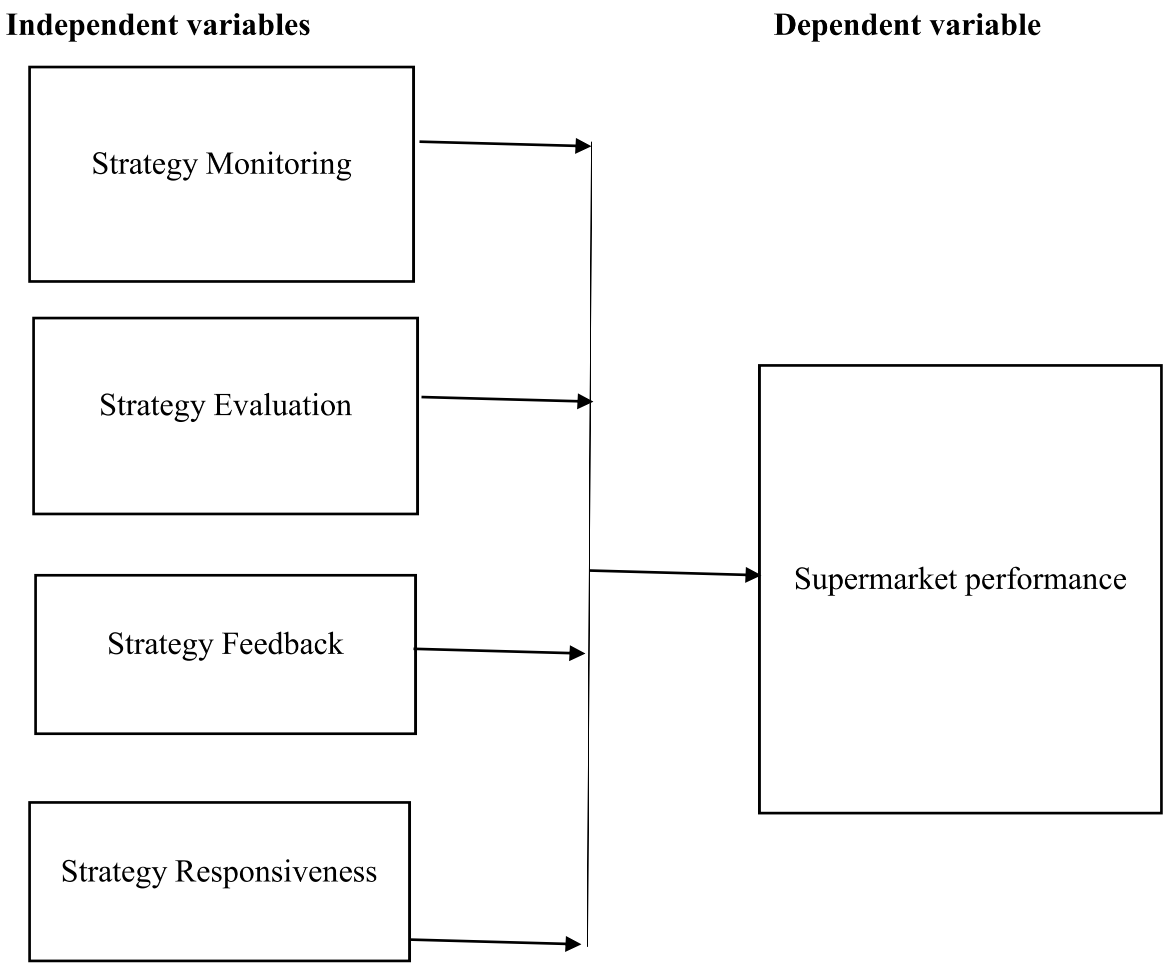
The reports like that of Cytonn's raises other implications that the choice of strategy adopted by the supermarket might have differing responsiveness on performance. Supermarkets that adopt for instance market focus strategy may record a substantial rise in performance as opposed to supermarkets that adopt a cost leadership strategy. Strategic feedback is influenced by the type of KPIs and SWOT analysis of the organization, which relates significantly to the performance of an organization. This study is anchored in analyzing the influence of strategic monitoring and evaluation of the supermarkets' performance in Kenya, which is behind these contradictory shreds of evidence.

2.11 Conceptual framework

Supermarket performance is the explained variable in this study, whereas the explanatory factors are strategy monitoring, strategy evaluation, strategy feedback, and strategy responsiveness. As shown in Figure 1, a conceptual framework illustrates the link between the explained and explanatory variables.

Figure 2.1

Conceptual Framework



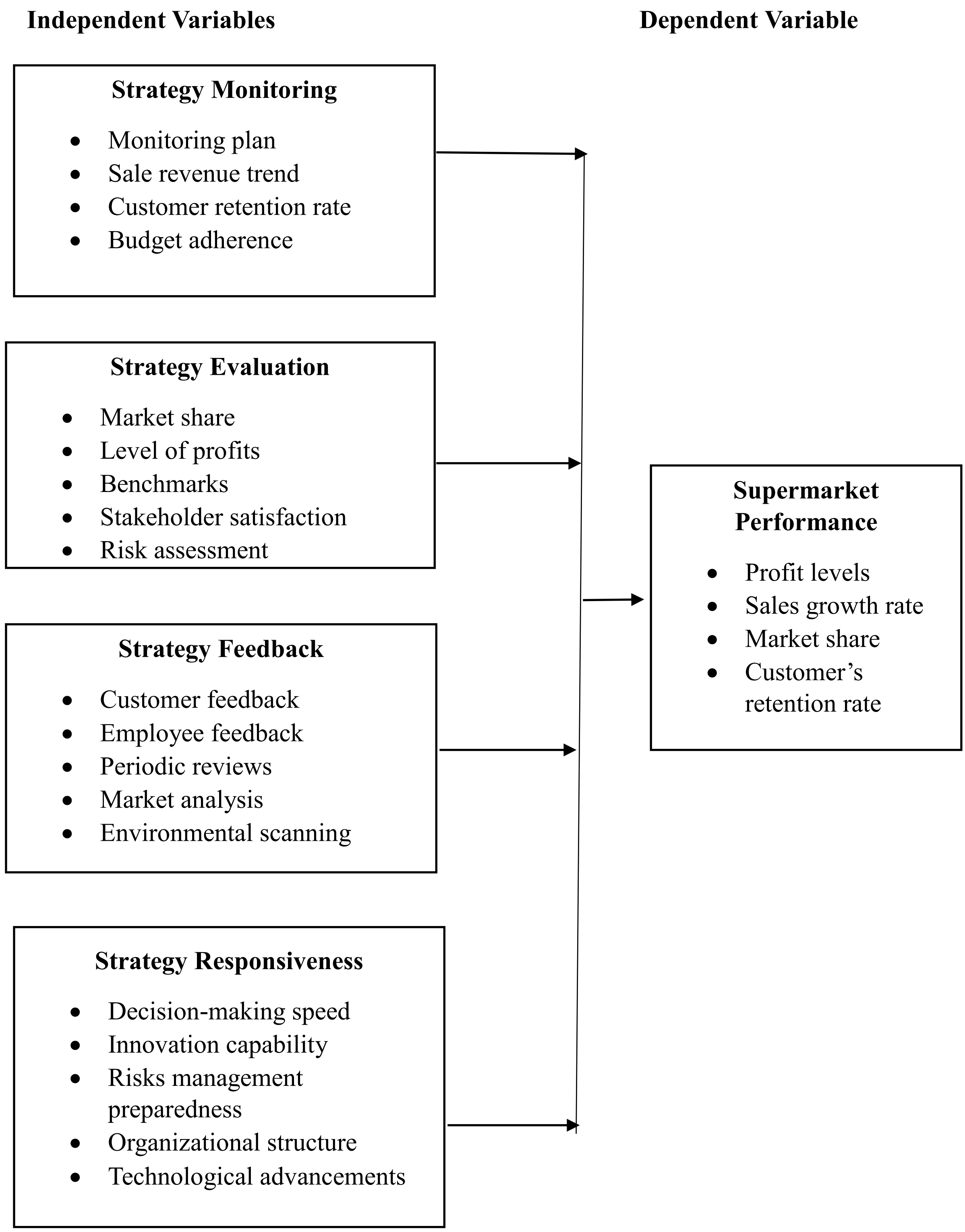
Source: (Author, 2024)

2.12 Operationalization of the Variables

The operational framework for the study variables is displayed in Figure 2. It lists the study's explained as well as explanatory variables and their corresponding measures.

Figure 2.2

Operationalization of the Variables



Source: (Author, 2024)

2.13 Description of Variables in the Conceptual and Operational Framework

Strategy monitoring involves systematically tracking and evaluating the progress of an organization's strategic initiatives to ensure alignment with overall goals (Wardhani & Dini, 2020). A monitoring plan outlines critical performance indicators, milestones, and timelines for assessment. It serves as a roadmap for evaluating strategy implementation and effectiveness. Sales revenue trends reflect the impact of strategic initiatives on the organization's financial performance. Positive trends indicate successful execution, while negative trends may signal the need for adjustments (Wardhani & Dini, 2020). Customer retention rate measures the effectiveness of strategies in fostering long-term customer relationships and loyalty. High retention rates suggest successful implementation, while declining rates may indicate areas for improvement (Blake et al., 2021). Budget adherence ensures that resources are allocated efficiently to support strategic objectives. Budget adherence helps identify discrepancies and ensures financial sustainability.

Strategy evaluation is the process of assessing the effectiveness of a company's strategies in achieving its objectives as well as creating value. Market share is a barometer of competitiveness, reflecting a company's position relative to competitors (John & Pallangyo, 2024). The level of profits indicates the financial viability and success of implemented strategies. Benchmarks provide comparative standards for evaluating performance against industry norms or historical data. Stakeholder satisfaction measures how healthy strategies align with the needs and expectations of customers, employees, investors, and communities. Risk assessment identifies potential threats to strategy execution, enabling proactive mitigation strategies (John &

Pallangyo, 2024). These elements form a comprehensive framework for evaluating strategy effectiveness, guiding decision-making, and ensuring long-term organizational success.

Strategy feedback involves collecting as well as analyzing information to assess the performance and effectiveness of a company's strategies (Fuertes et al., 2020). Customer feedback offers valuable insights into customers' satisfaction levels, preferences, as well as needs, helping companies understand how well their strategies meet customer expectations and drive loyalty. Employee feedback gauges employee satisfaction, engagement, and understanding of strategic objectives, offering insights into the internal alignment and execution of strategies. Periodic reviews allow companies to evaluate strategy implementation progress, identify deviations from planned outcomes, and make necessary adjustments (Fuertes et al., 2020). Market analysis involves studying market trends, competitor activities, and customer behavior to assess the impact of external factors on strategy performance as well as identify opportunities or threats. Environmental scanning involves monitoring broader economic, social, political, and technological trends to anticipate changes that may affect strategy.

Strategy responsiveness refers to an organization's agility and ability to cope with its strategies and operations promptly in response to shifts in the business environment (Arokodare & Asikhia, 2020). Decision-making speed assesses how quickly critical decisions are made, reflecting the organization's agility. Innovation capability measures the organization's aptitude for swiftly generating and implementing new ideas and solutions. Risk management preparedness evaluates the organization's readiness to identify, assess, and mitigate risks effectively. Organizational structure impacts responsiveness by assessing the flexibility and efficiency of decision-making processes. Technological advancements gauge how well the organization leverages technology to enhance agility and responsiveness, including the adoption rate of new technologies and their integration into operations (Arokodare & Asikhia, 2020). Assessing these elements provides insights into the organization's ability to navigate uncertainties as well as capitalize on opportunities in a rapidly changing landscape.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section includes the research design, study population, sampling procedure as well as sample size, research tool, instrument validity as well as reliability, information gathering procedures, and ethical considerations.

3.2 Location of the Study

The study took place in 30% of the counties in Kenya. The 30% threshold includes 14 counties, which are Meru, Embu, Laikipia, Kirinyaga, Nyeri, Tharaka Nithi, Muranga, Nyandarwa, Kiambu, Nakuru, Nairobi, Marsabit, Isiolo and Wajir County. The counties lie within the eastern, central, and northeastern regions. The counties are highly populated, which has led to several supermarkets being opened in these regions to meet the demands of the growing population. In addition, the Counties were chosen since their proximity is within the reach of the researcher which makes the research feasible. The study aimed to achieve results that could be generalized to the whole Country; therefore, the diversity of the study area allowed for the findings to be representative.

3.3 Research Design

A descriptive cross-sectional design was utilized in this research. It is a scientific process that entails monitoring and describing a subject's behavior without affecting it (Martyn, 2021). It answers the questions of how, when, where, and what. It is the best choice for examining the influence of strategic monitoring and evaluation on the performance of supermarkets in Kenya at any moment. A cross-sectional survey was appropriate to cover the selected counties of Kenya.

3.4 Target Population

The group of people a researcher wants to study is known as the target population in research. The set of persons a researcher wishes to generalize is known as the target population (Howe & Robinson, 2018). According to Stuart et al. (2018), a population is an entire group of elements with shared observable characteristics from which inferences can be drawn. This study's target population comprised supermarkets distributed within the 14 counties that form the 30% threshold. The 14 Counties include the County of Meru, Embu, Laikipia, Kirinyaga, Nyeri, Tharaka Nithi, Muranga, Nyandarwa, Kiambu, Nakuru, Nairobi, Marsabit, Isiolo and Wajir County. It's estimated that within the 14 Counties, there are 1800 supermarket stores (Kenya Business Directory, 2024) which formed the unit of analysis of the study.

3.5 Sampling Frame and Sample Size

A sampling frame is a set of highly representative items from which a sample is taken from the population (Mooney & Garber, 2019). In this study, the sampling frame included branched supermarkets and supermarkets without other outlets in the 14 Counties. The assumption in sampling is that since there are 1800 supermarket stores within the 14 counties (Kenya Business Directory, 2024), they are run by 1800 managers who were the respondents. Yamane (1967) sampling formula was employed to compute the desired sample size as follows:

$$\mathrm{n} = \frac{\mathrm{N}}{1 + \mathrm{N}(\mathrm{e}^2)} = \frac{1800}{1 + 1800(0.07^2)} = 204 \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots.\ldots\ldots.(1)$$

Where,

n= desired sample size

N=population size

e = acceptable error.

A sample of 204 supermarkets was involved whose managers were the respondents. The sample size allowed an acceptance error of 7%.

3.6 Sampling Techniques and Procedures

The sample size was distributed proportionately to the selected Counties based on the estimated number of supermarkets per County, as shown in Table 1. A cluster random sampling technique was used during the research. A population is separated into clusters using the cluster random sampling technique, frequently according to organizational or geographic divisions (Bhardwaj, 2019). Next, all study elements that fall into each randomly selected cluster were incorporated into the sample. The technique is efficient for large populations spread over a wide area, as it reduces costs and time compared to sampling each individual separately. It maintains randomness by ensuring each cluster has an equal chance of being selected, increasing the likelihood of the sample being representative of the overall population (Bhardwaj, 2019).

First, choosing the 14 Counties that met the 30% threshold was done. The selection was made in the counties of Kenya's Central, Eastern, and North Eastern regions. The counties were selected because they have large populations and many supermarket stores. Also, they are geographically distributed, implying the study findings can be generalized throughout the Country. The Counties include Meru, Embu, Laikipia, Kirinyaga, Nyeri, Tharaka Nithi, Muranga, Nyandarwa, Kiambu, Nakuru, Nairobi, Marsabit, Isiolo and Wajir. In the second stage, the 1800 supermarkets were clustered heterogeneously as per the Counties to know the definite number of supermarket managers in every County who were the respondents. In the third stage, the supermarkets to be included in the study were selected randomly from each County through a simple random sampling technique. The sample size distribution formula was as follows:

$$\frac{\text{Number of supermarkets per County}}{\text{Target population}} \times \text{Sample size} \; \ldots \ldots . \ldots \ldots \ldots \ldots \ldots . \ldots \ldots (2)$$

Table 3.1

Distribution of the Sample Size among the 14 Counties

County	Number of Supermarkets	Sample Size
Meru	38	4
Embu	30	4
Laikipia	15	2
Kirinyaga	30	3
Nyeri	70	8
Tharaka Nithi	13	2
Muranga	65	7
Nyandarwa	21	2
Kiambu	498	56
Nakuru	130	15
Nairobi	860	98
Marsabit	11	1
Isiolo	10	1
Wajir	9	1
Total	1800	204

Source: (Kenya Business Directory, 2024).

3.7 Data Collection Instruments

Primary data was gathered from supermarket managers managing various supermarket stores in the 14 Counties. The tool for collecting data was a semi-structured questionnaire. Amran and Mwasiaji (2019) state that a semi-structured questionnaire is best for a descriptive study since it contains closed and open-ended questions. Benson (2018) supports using a questionnaire as an efficient means of collecting data since it is standard and ensures high-time efficiency. The questionnaire was addressed to the managers operating the sampled supermarkets.

Likert scale questions were incorporated into the questionnaire since the responses to such questions are quickly tallied and categorized based on the respondents' reported levels of agreement (Ivey, 2017). The questionnaire (Appendix I) consisted of five sections which are Section A on general information about the respondent; B, information on strategy monitoring; C, information on strategy evaluation; D, information on strategy feedback; e, information on strategy responsiveness; and F information on performance metrics. The sources for the different aspects asked in every section are from the reviewed literature anchoring this study.

3.8 Pretesting of Questionnaires

A pretest refers to a preliminary study done on a small scale to test the practicability of the research tool towards a large-scale research project (Malmqvist et al., 2019). Therefore, a pretest of the questionnaire was conducted before the primary research to ensure the questionnaire is deemed reliable and adequate for the study. Pretesting the questionnaire allows researchers to assess questions' clarity, relevance, and comprehension, ensuring they accurately capture the intended information (Malmqvist et al., 2019). Pretesting helps refine wording, sequence, and format, minimizing respondent confusion or bias. Researchers can gauge response variability, estimate completion time, and validate measurement scales.

By identifying problems early, pretesting enhances the questionnaire's reliability and validity, ultimately improving the quality of data collected in the main study and increasing the likelihood of obtaining meaningful insights (Malmqvist et al., 2019). The questionnaire was administered to randomly selected 15 managers running supermarket stores in Machakos County. According to Teresi et al. (2022), piloting should be done on 10% of the study population in the selected area. It's estimated that there are 150 supermarket stores run by individual managers, giving 15 respondents after computing the 10%. Machakos County was chosen due to the ease of accessibility for piloting before the commencement of the larger project. The County has a requisite number of supermarkets whose managers can be easily contacted for the exercise. The collected data was analyzed to test whether the research questions were adequate and whether the questionnaire was fit for the large-scale project.

3.9 Validity of the Research Instrument

The degree to which a research tool accurately assesses what it is intended to measure is known as its validity (Taherdoost, 2016). Similarly, it describes how well a research tool assesses the variables it wants to investigate. Additionally, validity is used to determine how well the data from a study represent a specific construct (Taherdoost, 2016). Face and content validity shall be the primary areas of attention during the validation testing. To ensure face validity, the researcher typically reviewed the instrument to ensure that the questions or items seem relevant and appropriate for measuring the intended construct. The researcher conferred with academics and other experts in strategic management to guarantee content validity. To guarantee content validity, a thorough assessment of the theoretical as well as empirical literature relevant to this study's set of research variables was also be carried out.

3.10 Reliability of the Research Instrument

A reliable research questionnaire should produce reliable findings (Loru, 2020). To enhance reliability, the consistency and stability of data was examined through an intensive literature review and consultations with relevant experts in strategic management. In addition, the questions were kept short and simple to ease understanding and avoid confusion by the respondents when answering to obtain reliable findings. The study conducted a Cronbach alpha test to determine the scale reliability coefficient of the questionnaire. George and Mallery (2018) provided the following rule of thumb in testing reliability: if $\alpha > 0.9$ – excellent, $\alpha > 0.8$ – good, $\alpha > 0.7$ – acceptable, $\alpha = 0.6$ – questionable, $\alpha = 0.5$ – poor and $\alpha < 0.5$ unacceptable. The alpha coefficient is the scale reliability value of the questionnaire, and the threshold for this study was an alpha of 0.7 or above. This study complied with a threshold of 0.7 and above since, from George and Mallery's (2018) analysis, a coefficient of 0.7 is acceptable, and such a questionnaire can be used.

3.11 Data Collection Methods

Data was gathered from the sampled participants for four weeks. In the first week, the researcher got an introductory letter from the University to inform the managers of the sampled supermarkets in the selected Counties of the purpose and the need for the survey. NACOSTI (National Commission for Science, Technology, and Innovation) research permit was sought prior the data collection activity to ensure ethical compliance and authorization. After obtaining the requisite letters, the researcher commenced the survey using the drop-and-pick method in the remaining three weeks.

Within three weeks, respondents were required to fill out the questionnaire, and the filled questionnaire were instantly picked and assembled to proceed to data analysis.

3.12 Data Analysis and Presentation

The completed and accurate questionnaires were reviewed and revised after gathering them. The coding and entering of the questionnaire scores into SPSS came afterward. Descriptive as well as inferential statistics was used in the research. While inferential statistics uses regression analysis and correlation, descriptive statistics focuses on finding frequencies, percentages, and means (Murage, 2021). In this study, frequencies as well as percentages were calculated for categorical variables while mean alongside standard deviations were generated for the continuous variable like age. Correlation analysis formed part of inferential analysis to help determine the link between the independent as well as dependent variables. The statistical software package, SPSS version 28, was used to examine the data. The study utilized multiple linear regression analysis to establish the relationship among variables. The model used in this study is given as follows:

$Y = \beta o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Where: Y = performance of supermarkets

βo = Constant

X_1 = strategy monitoring

X_2 = strategy evaluation

X_3 = strategy feedback

X_4 = strategy responsiveness

ε = Error Term

$\beta 1$ $\beta 2$ $\beta 3$ β_4 = Regression Coefficients for explanatory variables

3.13 Diagnostic Tests

Following Onyoni (2022) carrying out a series of diagnostic tests is necessary before running a regression analysis. To guarantee the dependability of the findings, diagnostic tests must be performed while working with data that requires an iterative regression analysis. Several pre-estimation tests were thus be conducted, including tests for normality, linearity, and multicollinearity, autocorrelation as well as homoscedasticity to guarantee the credibility of the results.

3.13.1 Test of Normality

This study used Kolmogorov-Smirnov (K-S) test to assess whether the data collected was normally distributed. K-S test is a non-parametric test used to determine if a sample comes from a specified distribution, commonly a normal distribution. The K-S test was found appropriate for this study owing to the large sample size involved (n>30) (O Emmanuel et al., 2020). The study involved a sample size of 204 respondents. The test compares the cumulative distribution function (CDF) of the sample data to the CDF of the reference distribution (Khatun, 2021). The K-S test statistic, D, is the maximum absolute difference between these two CDFs. To interpret the K-S test results, one examines the test statistic (D) and the corresponding p-value. The p-value indicates the probability of observing the test results under the null hypothesis, which states that the sample data follows the specified distribution.

A small p-value (typically less than 0.05) suggests that the sample data significantly deviates from the reference distribution, leading to the rejection of the null hypothesis. When using the K-S test to assess normality; Null Hypothesis (H0)**:** the data follows a normal distribution. Alternative Hypothesis (H1): the data does not follow a normal distribution. If the p-value is greater than the chosen significance level (0.05), we fail to reject the null hypothesis, suggesting that there is no enough evidence to conclude that the data deviates from normality (Khatun, 2021). Conversely, if the p-value is less than the significance level, we reject the null hypothesis, indicating that the data is not normally distributed.

3.13.2 Test for Linearity

The test for linearity looks for a linear relationship between the dependent variable and the relevant independent variables. The test suggests that each unit's outcome variable increases continuously, which rises in the explanatory variable. The Pearson correlation method was used to determine the correlation between any two such variables. The degree and direction of the linear link between two continuous variables are measured by the Pearson correlation coefficient. The scale goes from -1 to 1, where a perfect negative linear relationship is represented by a value of 1, a perfect positive linear relationship by a value of 1, and no linear relationship by a value of 0. (Clarke et al., 2016). Positive correlations show a direct impact, while negative correlations show an inverse link. According to Clarke et al. (2016), positive correlations show that increasing one variable causes a drop in the other. A stronger linear association is indicated by a higher correlation coefficient absolute value.

A linear relationship between the two variables is likely if the p-value is below the significance level of 0.05, leading to the rejection of the null hypothesis (indicating the correlation coefficient is statistically different from zero). If the p-value exceeds the 0.05 significance level, the null hypothesis is not rejected. According to Ahmad & Ahmad (2018), a correlation coefficient with a p-value under 0.01 signifies a substantial positive link between the explanatory variable and the dependent variable, suggesting a strong likelihood of a linear relationship between the two variables.

3.13.3 Test for Multicollinearity

A multicollinearity test shows the degree of linear association between independent variables. The variance inflation factor (VIF) was used to quantify multicollinearity severity in regression analysis. Multicollinearity occurs when independent variables in a regression model are highly correlated (Daoud, 2017). VIF assesses how much the variance of an estimated regression coefficient is inflated due to multicollinearity. In practice, VIF is calculated for each predictor variable by regressing it against all other variables. A high VIF value indicates that the variable's variance is inflated by multicollinearity, suggesting that it may be problematic for the regression model (Daoud, 2017). Typically, a VIF exceeding ten indicates high multicollinearity VIF; a VIF between 5 and 10 indicates moderate multicollinearity, while a VIF below 5 shows the existence of low multicollinearity, which is recommended (Daoud, 2017). According to Kothari et al. (2005), the validity of regression coefficients in multiple regression analysis declines with increasing degrees of correlation among the independent variables. This study used the variance inflation factor (VIF) to test for multicollinearity. Multicollinearity problems were indicated by a VIF more significant than 10.

3.13.4 Autocorrelation

Autocorrelation is when the error term is related to itself across time. Durbin Watson test statistic was used to assess it. According to Mukherjee and Laha (2019), the Durbin Watson statistical test is utilized to assess autocorrelation in regression analysis residues, with a range of 0 to 4. With this test, autocorrelation in a regression model's residuals is found. When the test statistic is near to 2, it indicates no autocorrelation; when it is much lower or higher, it indicates positive or negative autocorrelation, respectively. Positive and negative autocorrelation are typically absent when the Durbin

Watson value is between 2 and 2.5. By accurately defining the functional form of the model, autocorrelation can be completely removed.

3.13.5 Test for Homoscedasticity

The term "homoscedasticity" describes the regression analysis presumption that the variance of the errors, or residuals, is constant at every level of the independent variable (s). This premise is important because breaking it can result in skewed regression coefficient estimates and inaccurate inferences about the predictors' statistical significance. In order to determine if the variance of the residuals is consistent across all levels of the independent variables, homoscedasticity was checked using the Breusch-Pagan test prior to regression analysis (Ahmad & Ahmad, 2018). Usually, the goal of the test is to ascertain if the dependent and independent variables' variances are equal inside the model. The Breusch-Pagan test assisted in determining if the independent variable values affect the variance of the regression errors. Homoscedasticity is presumed when the test statistic's p-value is sufficient to reject the null hypothesis (p0.05, for instance).

3.14 Measurement of the Variables

Table 3.2

Measurement of Variables

Type	Variable	Indicator measured	Type of analysis
Dependent variable	Supermarket performance	Level of Profits by the Supermarket	
		Sales Revenue growth rate	Regression analysis
		The size of the market share	
		Customer's retention rate	
Independent variable	Strategy monitoring	Access to monitoring plan (Yes/No)	Descriptive analysis
		Evidence of enough resources (Yes/No)	
		Allowing stakeholder engagement (Yes/No)	
Independent variable	Strategy evaluation	Increase in market share (Yes/No)	
		Increase in profits (Yes/No)	
		Presence of Benchmarking plans (Yes/No)	Descriptive analysis
		Presence of risk assessment strategies (Yes/No)	
Independent variable	Strategy feedback	Presence of employee feedback (Yes/No)	

Type	Variable	Indicator measured	Type of analysis
		Presence of customer feedback (Yes/No)	
		Presence of market analysis (Yes/No)	Descriptive analysis
		Presence of environmental scanning (Yes/No)	
Independent variable	Strategy responsiveness	The speed in decision-making in days/months	Descriptive analysis
		Preparedness for risk management (Yes/No)	
		Ability to incorporate innovation (Yes/No)	
		Presence of robust organizational structure (Yes/No)	

Source: (Researcher, 2024)

3.15 Ethical Considerations

The researcher employed an introductory letter (Appendix II) that notified the respondents of the nature of the research and its goals to safeguard the confidentiality and privacy of respondent data. The researcher also gave the respondents a consent form (Appendix I). The study ensured compliance with the ethical requirements of Kenya Methodist University by getting permission from the Department of Business Administration, after which a research permit was obtained from NACOSTI. In addition, the researcher guaranteed the confidentiality of the respondents' responses so that no one feels suspicious or victimized for providing honest answers. The respondents have voluntary participation and freedom of withdrawal at times without conditions. The questionnaire did not include any personally identifying information.

The study cited and referenced all the other earlier research findings and opinions from different authors using APA, 7th edition, to enhance ethical considerations. The requisite ethical principles for research were considered in the study to ensure the validity as well as reliability of the results. To protect the respondents' privacy and confidentiality, the research upheld the highest standards of integrity throughout the data gathering and analysis stage. The similarity index was constantly checked using the Turnitin plagiarism checker and ensured plagiarism was within the minimum acceptable level.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This section gives the results of the study in relation to data collected from 204 respondents who are the managers of the supermarkets in the selected Counties of Kenya. The section comprises four sub-sections that explain response rate, reliability and validity of data, background of the respondent information, descriptive and inferential analysis of the dependent variable being the performance of supermarkets. The four dimensions of strategy considered in this study include strategy monitoring, strategy evaluation, strategy feedback and strategy responsiveness which are the independent variables.

4.2 Response Rate

The data was gathered from supermarket managers and a total of 204 distributed questionnaires were administered and returned. This represented 100% response rate as shown in table 3. The diversity of the study area helped achieve 100% response rate as shown in table 4.

Table 4.1

Response rate

Response rate	Frequency	Percent
Distributed questionnaires	204	100
Returned questionnaires	204	100

Source: survey data (2024)

For purposes of analysis and reporting, Adobor (2019) advises that a response rate of 70% and above is excellent to proceed with analyzing data.

Table 4.2

Response rate per County

County	Distributed questionnaires	Returned questionnaires	Percent
Embu	4	4	2
Isiolo	1	1	0.5
Kiambu	56	56	27.5
Kirinyaga	3	3	1.5
Laikipia	2	2	1
Marsabit	1	1	0.5
Meru	4	4	2
Muranga	7	7	3.5
Nairobi	98	98	48
Nakuru	15	15	7
Nyandarua	2	2	1
Nyeri	8	8	4
Tharaka Nithi	2	2	1
Wajir	1	1	0.5
Total	204	204	100

Source: survey data (2024)

The results in Table 4 show the number of distributed questionnaires and the returned questionnaires. A 100% response rate was achieved in every County and this gave room for the researcher to proceed with analysis.

4.3 Results of the Validity and Reliability Tests

4.3.1 Validity

The researcher conducted an in-depth literature review that validated the items in the questionnaire to be relevant and useful in the research. The researcher also engaged the members of the strategic management faculty of Kenya Methodist University who step by step helped in validating the content of the questionnaire. The researcher also engaged experts in strategic management who helped refine and authenticate the items in the questionnaire. The engagement gave content validity of the research questionnaire and its findings would thus be relied upon. This is in line with Goodman et al. (2019) who believed that stakeholder engagement in any study is essential to assure content validity of the study results.

4.3.2 Reliability

The concept of reliability in research is defined as the probability that one's findings would be the same as the other similar findings made by other researchers. Reliability test was performed of the data gathered regarding the influence of strategic monitoring and evaluation on performance of supermarkets in Kenya. This was done to determine how easily the data could be gathered by practicing for consistency in obtaining the results (Wait, 2021). Cronbach Alpha test was conducted to determine the reliability of the questionnaire.

Table 4.3

Reliability Tests

Study construct	Cronbach's Alpha	Number of Items
Strategic Monitoring	0.829	7
Strategic Evaluation	0.846	6
Strategy Feedback	0.821	6
Strategy Responsiveness	0.853	6
Supermarket Performance	0.968	20

Source: survey data (2024)

According to George and Mallery (2018), a reliability coefficient of 0.7 and above is acceptable and such a questionnaire can be relied upon. The reliability tests for the different study constructs comply with George and Mallery's (2018) rule of thumb implying the questionnaire is reliable as shown in Table 5. For instance, the reliability coefficient for strategic monitoring was 0.829>0.7, strategic evaluation was 0.846>0.7, strategy feedback was 0.821>0.7, strategy responsiveness was 0.853>0.7 and Supermarket performance was 0.968>0.7.

4.4 Background of the Respondent Information

This section describes the background information of the respondents including gender demographics, education level and years of experience in the managerial role at the supermarket.

Table 4.4

Gender, education and experience of the respondents

Variable	Frequency	Percent	Mean	SD
Gender of respondent			1.37	0.86
Female	128	62.7		
Male	76	37.3		
Total	204	100		
Education level			3.26	2.89
primary education	10	4.9		
secondary education	35	17.2		
certificate or diploma	64	31.4		
degree	81	39.7		
postgraduate degree	14	6.9		
Total	204	100		
Years of experience			2.25	1.94
0-5 years	49	24		
6-10 years	85	41.7		
11-15 years	40	19.6		
over 16 years	30	14.7		
Total	204	100		

*SD=Standard deviation   Source: survey data (2024)

The study established that most of the respondents 128 (62.7%) were females while 76 (37.3%) were males (mean 1.37, SD=0.86) (table 6). The findings may imply that most of the supermarket's stores are managed by females and only a few are managed by men. The finding may imply women are much better in the work of strategy and therefore most of the supermarket owners would prefer females' candidates as managers. The study also found that most of the respondents 81 (39.7%) had a degree while 61 (31.4%) a diploma or certificate. Additionally, 35 (17.2%) of the respondents had secondary level of education while 6.9 had progressed up to a postgraduate degree with 4.9% having primary level of education (mean=3.26, SD=2.89). The findings imply that most of the managers are educated up to tertiary level either with a degree, diploma or certificate which imply they are informed on strategic monitoring and evaluation tactics. The study sought to establish the years of experience the respondents have had in the managerial position. The study found that most of the respondents 85 (41.7%) had a work experience of 6-10 years in the management of a supermarket while 19.6% had 11-15 years of experience. The study found that 24% of the respondents had work experience in managerial positions below 5 years while 14.7% had experience of over 16 years (Mean=2.25, SD=1.94) (table 6). The study findings imply that most of the managers have been in the supermarket industry for over five years in management positions implying they may have adequate experience in monitoring and evaluation of strategy.

4.5 Descriptive Analysis

To present descriptive details of a dataset, statisticians utilize a process called descriptive analysis. It is important to use this type of analysis to understand the data patterns subjected to complex statistical analysis. The first of the results presented in this section are the numerical values referring to the frequency and the percentage of the replies to each of the items included in the survey.

4.6 Objective 1: Strategic Monitoring on Supermarket Performance

The study sought to find out the influence of strategic monitoring on the performance of Supermarket in the selected Counties of Kenya. The variable construct considered included whether the supermarket has a monitoring plan, gets feedback from the customers, sets strategies in adherence to the budget, engages all stakeholders in every

strategy, employs a consultant in its strategy monitoring process, monitors resources of the supermarket or has a department tasked with the work of strategy monitoring. The results are shown in Table 7. One hundred and seventy-six respondents accounting to 86.3% agreed that their supermarkets had a monitoring plan, 22 of the respondents (10.8%) were neutral, and 6 of the respondents (2.9%) disagreed (mean=1.76, SD=1.38). The high agreement suggested that the majority of supermarkets recognized the importance of having a monitoring plan in place. This could lead to more structured and effective management, resulting in better performance.

Table 4.5:

Strategic Monitoring on Supermarket Performance

Opinion	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The supermarket has a monitoring plan	0.0%	6(2.9%)	22(10.8%)	93(45.6%)	83(40.7%)
The supermarket gets feedback from the customers	9(4.4%)	26(12.7%)	62(30.4%)	83(40.7%)	24(11.8%)
The supermarket sets strategies in adherence to the budget	0.0%	8(3.9%)	30(14.7%)	87(42.6%)	79(38.7%)
The supermarket engages all stakeholders in every	10(4.9%)	22(10.8%)	42(20.6%)	78(38.2%)	52(25.5%)

Opinion	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
strategy					
The supermarket employs a consultant in its strategy monitoring process	41(20.1%)	71(34.8%)	48(23.5%)	25(12.3%)	19(9.3%)
Resources of the supermarket are always monitored for every work on strategy.	1(0.5%)	7(3.4%)	35(17.2%)	99(48.5%)	62(30.4%)
The supermarket has a department tasked with the work of strategy monitoring	58(28.4%)	60(29.4%)	41(20.1%)	25(12.3%)	20(9.8%)

*SD=Standard deviation   Source: survey data (2024)

However, the small percentage that disagreed might indicate gaps in implementation or communication within some supermarkets. The findings of the study concur with those of John & Pallangyo (2024) who established that effective monitoring of strategies is crucial to assure improved performance. John and Pallangyo (2024) found that monitoring plan is important as it provides the organization with regular updates on the progress of strategy to help keep in track with the target expectations. The results are also in line with those of Okafor (2021) who established that having a strategy monitoring plan would significantly influence performance of an organization.

107 of the respondents accounting for 52.5% agreed that supermarkets get feedback from customers, 62 that accounts for 30.4% were neutral, and 17.1% amounting to 35 disagreed (mean=1.57, SD=1.38). The findings implied that while over half of the respondents acknowledge the importance of customer feedback, the substantial neutral and disagreeing segments suggested that there is room for improvement. Supermarkets may benefit from more robust feedback mechanisms to enhance customer satisfaction and tailor their strategies more effectively.

The findings are in line with those of Andersen et al. (2020) who showed that most supermarkets had implemented formal customer feedback mechanisms, emphasizing the role of feedback in improving customer satisfaction and service quality. 81.3% of respondents (166) agreed that supermarkets set strategies in adherence to the budget, 14.7% (30 respondents) were neutral, and 8 respondents who accounted for 3.9% disagreed (mean=0.30, SD=0.28). The strong agreement highlights a widespread commitment to financial discipline, which is crucial for sustainable growth. Those who disagreed may indicate potential issues with financial planning or unexpected costs that disrupt budget adherence. 63.7% agreed that supermarkets engage all stakeholders in every strategy, 20.6% were neutral, and 15.7% disagreed (mean=0.31, SD=0.21). The finding implied that engaging stakeholders is essential for comprehensive and effective strategy implementation.

The relatively high agreement suggests positive practices, but the notable neutral and disagreeing responses indicate that some supermarkets might not fully leverage stakeholder input, potentially limiting the effectiveness of their strategies. The findings are in line with Rooi et al. (2023) who demonstrated that most supermarkets involved stakeholders in strategic decisions, highlighting the benefits of comprehensive stakeholder engagement.

The study also found that 112 of respondents (54.9%) disagreed that the supermarket employs a consultant in its strategy monitoring process, 48 were neutral (23.5%), and 44 managers (21.6%) agreed (mean=0.21, SD=0). The majority disagreement suggests that most supermarkets prefer to handle strategy monitoring internally, which could be due to cost concerns or confidence in internal capabilities. However, those who agreed may see the value in external expertise to enhance their monitoring processes. 78.9% agreed that resources are always monitored for every work on strategy, 17.2% were neutral, and 3.9% disagreed. The high agreement indicates strong resource management practices, which are crucial for effective strategy execution.

The small percentage of disagreement might point to occasional lapses or areas needing better resource oversight. 57.8% disagreed that the supermarket has a department tasked with the work of strategy monitoring, 20.1% were neutral, and 22.1% agreed. The majority disagreement suggests that many supermarkets lack a dedicated strategy monitoring department, which could impact the thoroughness and effectiveness of their monitoring efforts. Establishing such departments could potentially improve strategic outcomes and overall performance. The findings are in line with those of Gitau et al. (2020) who found that supermarkets lacked a dedicated strategy monitoring department, aligning with the majority disagreement in the findings

4.7 Objective 2: Strategic Evaluation on Supermarket Performance

The study aimed to investigate the influence of strategic evaluation on the performance of supermarkets in selected counties of Kenya. The findings reveal several key insights, each carrying significant implications for supermarket management and performance. The key elements considered included whether the supermarket has a risk assessment plan, reviews implemented strategies, sets out corrective and control measures to correct any deviations from the strategy, sets target KPIs and assesses their achievement upon implementation of the strategy, gathers information from the other retailers and make comparison. The results of the strategy evaluation serve as the foundation for benchmarking subsequent strategies. The results are as shown in Table 8.

Table 4.6

Strategic Evaluation on Supermarket Performance

Opinion	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The supermarket has set up a risk assessment plan for its strategies	3(1.5%)	9(4.4%)	33(16.2%)	107(52.5%)	52(25.5%)
The supermarket often reviews implemented strategies to ascertain their performance	2(1.0%)	14(6.9%)	38(18.6%)	90(44.1%)	60(29.4%)
The supermarket has set out corrective and control measures to correct any deviations from the strategy	2(1.0%)	16(7.8%)	46(22.5%)	79(38.7%)	61(29.9%)
The supermarket sets target KPIs and assesses their achievement upon implementation of the strategy	3(1.5%)	10(4.9%)	36(17.6%)	103(50.5%)	52(25.5%
The supermarket gathers information from the other	29(14.2%)	51(25%)	66(32.4%)	35(17.2%)	23(11.3%)

Opinion	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
retailers and makes comparison					
The results of the strategy evaluation serve as the foundation for benchmarking subsequent strategies.	1(0.5%)	22(10.8%)	51(25%)	76(37.3%)	54(26.5%)

*SD=Standard deviation   Source: survey data (2024)

Firstly, 78% of the respondents which amounts to 159 respondents agreed that their supermarkets have established a risk assessment plan for their strategies, with 33 of the respondents (16.2%) remaining neutral and 12 respondents (5.9%) disagreeing (mean=2.01, SD=1.69). This strong agreement indicates a proactive approach to identifying and mitigating potential risks, which is crucial for successful strategy implementation. Supermarkets that actively manage risks are likely to experience improved performance and resilience. The small percentage of disagreement suggests that not all supermarkets are equally prepared for potential risks. Supporting this view, Tien (2020) found that effective risk management practices are positively associated with performance in the retail sector.

Secondly, 150 of the respondents that accounted for 73.5% of respondents agreed that their supermarkets often review implemented strategies to ascertain their performance, while 18.6% (38 respondents) were neutral, and 7.9% (16 respondents) disagreed (mean=1.06, SD=0.95). Regularly reviewing strategies helps identify what works and what does not, enabling timely adjustments and continuous improvement. This practice can significantly enhance performance. However, the disagreement indicates that some supermarkets might miss opportunities to optimize their strategies through regular evaluations. Yoon and Suh (2021) supports the current study finding, noting that frequent strategic reviews significantly enhance retail performance by ensuring alignment with market dynamics.

Thirdly, 68.6% of respondents amounting to 140 supermarket managers agreed that their supermarkets have set out corrective and control measures to address deviations from the strategy, while 22.5% were neutral (46 respondents), and 8.8% disagreed who accounted for 18 supermarket managers (mean=0.43, SD=0.40). The majority agreement suggests that supermarkets are actively managing deviations, helping to maintain strategic direction and achieve desired outcomes. The neutral and disagreeing responses indicate that some supermarkets might lack effective control measures, potentially impacting their performance. The findings is in line with Bartolacci et al. (2020) who found that implementing corrective actions promptly when deviations are identified enhances overall strategic effectiveness in the retail industry.

Furthermore, 155 of respondents (76%) agreed that their supermarkets set target Key Performance Indicators (KPIs) and assess their achievement upon strategy implementation, with 36 supermarket managers (17.6%) remaining neutral and 13 managers (6.4%) disagreeing. Setting and assessing KPIs ensures that performance is measurable and aligned with strategic goals, leading to better management and outcomes. The disagreement highlights that some supermarkets may not fully leverage

KPIs, potentially hindering their ability to measure success accurately. In contrast, 39.2% of respondents disagreed that their supermarket gathers information from other retailers for comparison, with 32.4% neutral and 28.5% agreeing. The high level of disagreement may suggest that many supermarkets do not engage in benchmarking against competitors, which could limit their ability to learn from industry best practices and improve their strategies. Neutral responses indicate inconsistency in this practice. The finding differs from Bleady et al. (2018) who argued that benchmarking against competitors is essential for identifying improvement opportunities and staying competitive in the retail market.

Further, 63.8% of respondents that included 130 managers agreed that the results of strategy evaluation serve as the foundation for benchmarking subsequent strategies, with 25% that accounted to 51 managers neutral and 11.3% that included 23 respondents disagreeing. Using evaluation results for benchmarking future strategies indicates a commitment to continuous improvement and learning. The disagreement suggests that some supermarkets might not leverage evaluation outcomes effectively, potentially limiting their strategic development. The findings are in line with Bleady et al. (2018) who found that using evaluation results to inform future strategies leads to better strategic alignment and performance in an organization. The current study findings also concur with those of John and Pallangyo (2024) who established that reports from strategy evaluation hold stakeholders accountable for the resources they have committed to the strategy and ensure they remain engaged and motivated to offer their support. In line with John & Pallangyo's (2024) findings, it implies that supermarkets that carry out risk assessments and assess the achievement of Key

Performance Indicators may have improved performance. Supermarkets may only commit their resources to strategies which upon evaluation give positive outcomes.

4.8 Objective 3: Strategic Feedback on Supermarket Performance

The study aimed to determine the influence of strategic feedback on the performance of supermarkets in selected counties of Kenya. The key aspects considered included whether the supermarket often gets customer and employee feedbacks, has a suggestion box that frequently receives requests from customers and employees, often conducts periodic reviews of its performance, often does market analysis of the products it's offering or often conducts scanning of the external environment to determine possible threats and opportunities. The findings reveal several key insights, each with significant implications for supermarket management and performance. The results are shown in Table 9.

Table 4.7

Strategic Feedback on Supermarket Performance

Opinion	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
The supermarket often gets customer feedbacks	11(5.4%)	30(14.7%)	79(38.7%)	64(31.4%)	20(9.8%)
The supermarket often gets employee feedbacks	0.0%	12(5.9%)	69(33.8%)	80(39.2%)	43(21.1%)
The supermarket has a suggestion box that frequently receives requests from customers and employees	51(25%)	52(25.5%)	73(35.8%)	22(10.8%)	6(2.9%)
The supermarket often conducts periodic reviews of its performance.	0.0%	14(6.9%)	53(26%)	104(51%)	33(16.2%)
The supermarket often does market analysis of the products it's offering	1(0.5%)	10(4.9%)	47(23%)	88(43.1%)	58(28.4%)
The supermarket often conducts scanning of the external environment to determine possible threats and opportunities.	0.0%	10(4.9%)	27(13.2%)	61(29.9%)	106(52%)

*SD=Standard deviation   Source: survey data (2024)

Firstly, 41.2% of respondents which accounted for 84 managers agreed that their supermarkets often receive customer feedback, while 41 managers accounting to 20.1% disagreed and 38.7% were neutral (79 supermarket managers) (mean=2.74, SD=2.41). The relatively low agreement suggests that many supermarkets might not be actively seeking or effectively utilizing customer feedback. This could limit their ability to understand and respond to customer needs, potentially impacting customer satisfaction and loyalty. Studies like those by Fuertes et al. (2020) supports the current study findings as they highlight the importance of customer feedback in improving service quality and customer satisfaction in retail settings. Secondly, 60.3% of respondents (123 managers) agreed that their supermarkets often receive employee feedback, while 33.8% amounting to 69 managers of supermarkets were neutral and 5.9% disagreed (!2 respondents) (mean=1.62, SD=1.42). The high level of agreement indicates that many supermarkets recognize the value of employee input in shaping strategies and operations. Engaging employees in feedback processes can enhance job satisfaction and performance. Contrastingly, the significant neutrality suggests that some supermarkets might not be fully capitalizing on this valuable resource. Research by Rosário and Raimundo (2021) supports the current study finding that employee feedback has a positive influence on performance.

Thirdly, 50.5% of respondents including 103 managers disagreed that their supermarkets have a suggestion box frequently receiving requests from customers and employees, while 73 managers (35.8%) were neutral and 28 managers (13.7%) agreed (mean=0.069, SD=0). The high level of disagreement implies that suggestion boxes, a traditional feedback tool, are underutilized or ineffective in these supermarkets. This could be due to a lack of promotion or trust in the anonymity and efficacy of such feedback mechanisms. The findings are in line with Ochieng (2017) who emphasizes on the need for diverse and effective feedback tools to capture valuable insights from both customers and employees. Furthermore, 67.2% of respondents agreed that their supermarkets often conduct periodic reviews of their performance, while 26% were neutral and 6.9% disagreed. Regular performance reviews are crucial for identifying strengths, weaknesses, and areas for improvement. The strong agreement suggests that most supermarkets are committed to continuous improvement. However, the neutral and disagreeing responses indicate that some supermarkets might lack a structured approach to performance evaluation. The findings concur with Fuertes et al. (2020) that underlined the importance of periodic reviews in achieving strategic objectives.

Moreover, 71.5% of respondents that included 146 supermarket managers agreed that their supermarkets often conduct market analysis of the products they offer, while 23% were neutral and 5.4% disagreed. Conducting market analysis helps supermarkets understand market trends, customer preferences, and competitive dynamics. The high agreement reflects a proactive approach to staying competitive and meeting customer demands. Studies like that of Ochieng (2017) support the positive impact of market analysis on strategic decision-making and performance. Further, 81.9% of respondents that accounted for 167 supermarket mangers agreed that their supermarkets often conduct scanning of the external environment to identify potential threats and opportunities, while 13.2% (27, managers) were neutral and 4.9% that included 10 managers disagreed. Environmental scanning is vital for strategic planning and risk management. The overwhelming agreement indicates that most supermarkets are vigilant in monitoring their external environment, which can enhance their adaptability and resilience. The findings concur with Ochieng (2017) who corroborates the benefits of environmental scanning in enhancing organizational agility and performance. In their study, Akpa et al. (2021) noted that effective communication with employees gives them a sense of belonging and increases their commitment to work which ultimately leads to increased performance. This implies supermarkets that engages in effective strategic feedback records higher performance since they are able to note areas that needs to be improved and make the necessary adjustments and modifications.

4.9 Objective 4: Strategic Responsiveness on Supermarket Performance

The study aimed to determine the influence of strategic responsiveness on the performance of supermarkets in selected counties of Kenya. The key aspects considered included whether the supermarket moves with speed to develop and implement a decision, frequently innovates new ideas, embraces them and implements the change, has put up key measures in efforts to prepare for unforeseen events and disruptions, has high organization's willingness to learn from its successes and failures and make adjustments accordingly or whether the organizational structure of the supermarket has an impact on its performance. Other included whether the supermarket consistently integrates upcoming technologies that affects performance. The findings provide important insights into various aspects of strategic responsiveness and their implications for supermarket performance. The results are as shown in table 10.

Research by Ahmed et al. (2020) supports the current study finding as it reveals the importance of rapid decision-making in enhancing organizational agility and performance. Secondly, 67.1% of respondents (137 supermarket managers) agreed that the supermarket frequently innovates new ideas, embraces them, and implements change, while 25% were neutral (51 managers) and 16 managers accounting to 7.9% disagreed (mean=2.89, SD=2.55). The strong agreement suggests that many supermarkets recognize the value of innovation in staying competitive and meeting customer needs. However, the neutrality and disagreement indicate that some supermarkets may not be as proactive in innovation, which could limit their ability to adapt to changing market conditions.

Table 4.8

Strategic Responsiveness on Supermarket Performance

Opinion	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
The supermarket moves with speed to develop and implement a decision	9(4.4%)	45(22.1%0	90(44.1%)	34(16.7%)	26(12.7%)
The supermarket frequently innovates new ideas, embraces them and implements the change	2(1.0%)	14(6.9%)	51(25%)	69(33.8%)	68(33.3%)
The supermarket has put up key measures in efforts prepare for unforeseen events and disruptions.	5(2.5%)	24(11.8%)	51(25%)	67(32.8%)	57(27.9%)
The supermarket has high organization's willingness to learn from its successes and failures and	1(0.5%)	4(2.0%)	15(7.4%)	49(24.0%0	135(66.2%)

Opinion	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
make adjustments accordingly.					
The organizational structure of the supermarket has an impact on its performance	1(0.5%)	10(4.9%)	46(22.5%)	85(41.7%)	62(30.4%)
The supermarket consistently integrates upcoming technologies that affects performance.	8(3.9%)	32(15.7%)	65(31.9%)	57(27.9%)	42(20.6%)

*SD=Standard deviation   Source: survey data (2024)

Thirdly, 60.7% of respondents (124 managers) agreed that the supermarket has put up key measures to prepare for unforeseen events and disruptions, with 25% that included 51 supermarket managers neutral and 14.3% that amounted to 29 supermarket managers disagreeing (mean=1.08, SD=1.01). The majority agreement indicates that many supermarkets are taking steps to enhance their resilience and ability to handle disruptions. This proactive approach can help supermarkets maintain stability and continuity in operations. However, the neutral and disagreeing responses suggest that some supermarkets may not be adequately prepared for unexpected challenges. According to Constantino (2021) resilience planning is crucial for sustaining performance in the face of disruptions. Moreover, an overwhelming 90.2% of respondents amounting to 184 supermarket mangers agreed that the supermarket has a high willingness to learn from its successes and failures and make adjustments accordingly, with 7.4% neutral (15 managers) and 2.5% (5 managers) disagreeing (mean=0.94, SD=0.62). The high level of agreement highlights a strong organizational culture of learning and continuous improvement, which is essential for long-term success. The few neutral and disagreeing responses suggest that some supermarkets might not fully leverage learning opportunities.

Additionally, 72.1% of respondents accounting to 147 managers agreed that the organizational structure of the supermarket impacts its performance, while 22.5% who included 46 supermarket managers were neutral and 5.4% including 11 respondents disagreed. The majority agreement indicates that the organizational structure is seen as a significant factor influencing performance, suggesting that well-designed structures can enhance efficiency and effectiveness. However, the neutrality and disagreement imply that some respondents might not perceive a direct link between structure and performance. Studies like that of Von Hirschberg (2021) support the current study finding that organizational structure plays a critical role in shaping performance outcomes. Further, 48.5% of respondents agreed that the supermarket consistently integrates upcoming technologies that affect performance, 31.9% were neutral, and 19.6% disagreed. The agreement suggests that many supermarkets are aware of the importance of technological integration in improving performance.

However, the significant neutrality and disagreement indicate that some supermarkets may lag in adopting new technologies, potentially affecting their competitiveness. Research by Von Hirschberg (2021) support underscores the critical role of technology in driving organizational performance and competitiveness. The findings of the study concur with Gitau et al. (2020) who established that supermarkets with robust strategy responsiveness would move with speed to communicate new product offerings and ensure a good display of the products to the customers in certain strategic locations for their use. Such would expand the customer's base thereby improving the performance of the supermarket as a whole.

4.10 Performance of Supermarkets

The study sought to establish the performance of Supermarkets in the selected Counties of Kenya in line with the four study constructs including strategic monitoring, evaluation, feedback and strategic responsiveness. The results are as shown in table 11.

Table 4.9

Performance of supermarkets

	Performance metrics	High	Medium	Low	No effect
Effect of strategic monitoring on performance of supermarkets					
1	Profit level	86(42.2%)	98(48%)	18(8.8%)	2(1.0%)
2	Revenue trend	92(45.1%)	76(37.3%)	31(15.2%)	5(2.5%)
3	Sales growth rate	101(49.5%)	66(32.4%)	33(16.2%)	4(2.0%)
4	Market share	76(37.3%)	74(36.3%)	39(19.1%)	15(7.4%)
5	Customer's retention rate	90(44.1%0	69(33.8%)	37(18.1%)	8(3.9%)
Effect of strategic evaluation on performance					

	Performance metrics	High	Medium	Low	No effect
of supermarkets					
1	Profit level	89(43.6%)	79(38.7%)	29(14.2%)	7(3.4%)
2	Revenue trend	82(40.2%)	87(42.6%)	34(16.7%)	1(0.5%)
3	Sales growth rate	74(36.3%)	89(43.6%)	32(15.7%)	9(4.4%)
4	Market share	84(41.2%)	67(32.8%)	43(21.1%)	10(4.9%)
5	Customer's retention rate	73(35.8%)	82(40.2%)	40(19.6%)	9(4.4%)
Effect of strategy feedback on performance of supermarkets					
1	Profit level	76(37.3%)	90(44.1%)	29(14.2%)	9(4.4%)
2	Revenue streams	71(34.8%)	88(43.1%)	37(18.1%)	8(3.9%)
3	Sales growth rate	79(38.7%)	87(42.6%)	33(16.2%)	5(2.5%)
4	Market share	83(40.7%0	67(32.8%)	40(19.6%)	14(6.9%)
5	Customer's retention rate	76(37.3%)	80(39.2%)	43(21.1%)	5(2.5%)
Effect of strategy responsiveness on					

	Performance metrics	High	Medium	Low	No effect
performance of supermarkets					
1	Profit level	82(40.2%)	79(38.7%)	38(18.6%)	5(2.5%)
2	Revenue streams	80(39.2%)	81(39.7%)	36(17.6%)	7(3.4%)
3	Sales growth rate	71(34.8%)	93(45.6%)	31(15.2%)	9(4.4%)
4	Market share	85(41.7%)	68(33.3%)	37(18.1%)	14(6.9%)
5	Customer's retention rate	61(29.9%)	77(37.7%)	55(27%)	11(5.4%)

Source: survey data (2024)

The study sought to find out the effect of the four study constructs on the supermarket's performance metrics including profit level, revenue trend, sales growth rate, market share and the customer's retention rate. The study established that strategic monitoring, evaluation, feedback and responsiveness had on average over 70% high to medium effect on the profit level, revenue trend, sales growth rate, market share and the customer's retention rate. The findings imply that only on very rare cases approximately (30%) were the four variables associated with low or no effect on the performance metrics. The findings of the current study concur with those of Kanano and Wanjira (2021) who found that strategic monitoring and evaluation practices are associated with a high effect on the supermarket's performance metrics. Supermarkets that engage in robust strategic monitoring, evaluation, feedback and responsiveness record higher performance metrics.

4.11 Diagnostics test

This section includes the results of the tests for normality, linearity, multicollinearity, autocorrelation and homoscedasticity. The test results from the foundations for OLS. In this part of the study, we put these presumptions to the test so that OLS can be used.

4.11.1 Test for Normality

The findings of Kolmogorov-Smirnov (K-S) test were used to determine whether or not the data obtained about the supermarkets was normally distributed and it's presented in Table 12. The normality test was conducted as per (Khatun, 2021). The null hypothesis assumes everything is normal in this test. The test results for normality are displayed in Table 12.

Table 4.10

Test Results for Normality

Variable	K-S statistics	Df	P-value
Supermarket performance	0.558	204	0.112
Strategic monitoring	0.217	204	0.129
Strategic evaluation	0.197	204	0.107
Strategic feedback	0.932	204	0.326
Strategic responsiveness	0.897	204	0.300

Source: survey data (2024)

Table 12 shows the results of the normality tests. The test statistic (D) for all the variables has corresponding p-values greater than the set alpha of 0.05. As a result, the study concluded that the null hypothesis that the data follows a normal distribution is not rejected. The K-S test revealed that the data was normally distributed and there was no enough proof to claim the data was not normally distributed.

4.11.2 Test for Linearity

The linearity of the relationships between the variables was examined using Pearson's correlation coefficient. In this test, the absence of linear correlation was taken to be false. The statistics from the significance test for linear relationships between the variables are shown in Table 4.10.

Table 4.11

Test results for linearity

Variable	Correlation coefficient	Prob>z
Strategic monitoring	0.882	0.0007
Strategic evaluation	0.509	0.0008
Strategic feedback	0.798	0.0002
Strategic responsiveness	0.202	0.0004

Table 13 displays statistically significant p-values for the correlation coefficients (i.e., less than 0.05). Consequently, the computed test statistic outperforms the tabular test statistic at the 5% significance level. Consequently, we are unable to accept the null hypothesis that the correlation coefficients are all equal to zero at a significance level of 5%. The positive correlation coefficients of all the independent variables suggest that they may go in the same direction as supermarket performance. Therefore, high regression coefficients should go hand in hand with increased supermarket performance.

4.11.3 Test for Multicollinearity

The study sought to establish whether there exists multicollinearity problem in the four study constructs that makes up the independent variables. Relying on the variance inflation factor (VIF), there existed low multicollinearity which is recommended. Daoud (2017) reveals that a VIF below 5 shows the existence of low multicollinearity that can be allowed. The VIF in the four independent variables is below 5 implying low multicollinearity present.

Table 4.12

Test results for Multicollinearity

Study variables	Tolerance	VIF
Strategic monitoring	0.404	2.474
Strategic evaluation	0.234	4.272
Strategic feedback	0.226	4.415
Strategic responsiveness	0.246	4.06

4.11.4 Test for Autocorrelation

The test results for autocorrelation provided a Durbin-Watson statistic of 2.121 as shown in table 15. The statistical value lies between 2 and 2.5 implying there was absence of positive and negative autocorrelation in the data. Mukherjee and Laha (2019) affirms that a Durbin Watson (DW) value close to 2 or between 2 and 2.5 indicates no autocorrelation.

Table 4.13

Durbin Watson Statistical Results

Durbin Watson statistics	Test result
DW-statistics	2.121

4.11.5 Test of Homoscedasticity

The Breusch-Pagan test was utilized to check for homoscedasticity in the data. The test results confirmed that the data was homoscedastic. The P-value =0.0828 which is greater than the set alpha of 0.05. According to Ahmad and Ahmad (2018), homoscedastic data is not a problem but the problem is to have data with heteroscedasticity. The test results are shown in table 16.

Table 4.14

Breusch-Pagan Test Results

Breusch-Pagan Test	chi2(1)	Prob > chi2
Test-statistics	3.01	0.0828

4.12 Inferential Statistics

4.12.1 Correlation Analysis

The study used the variables (Strategic monitoring, Strategic evaluation, Strategic feedback, Strategic responsiveness and performance of supermarkets) to conduct Correlation analysis. The analysis adopted Karl Pearson's coefficient of correlation to determine the strength in the relationship between the variables. The Pearson Correlation test was done at 95% and 99 confidence levels and the test results are presented in Table 17.

Table 4.15

Pearson Correlation Coefficients for the study variables

	Strategic monitoring	Strategic evaluation	Strategic feedback	Strategic responsiveness	Supermarket performance
Strategic monitoring	1				
Strategic evaluation	.615**	1			
Strategic feedback	.639**	.736**	1		
Strategic responsiveness	.615**	.727**	.728**	1	
Supermarket performance	.720**	.616**	.736**	.729**	1

** Correlation is significant at the 0.01level (2-tailed) N=204

The study established a positive and significant relationship between independent factors (Strategic monitoring, Strategic evaluation, Strategic feedback, strategic responsiveness) and the performance of supermarkets in the selected Counties of Kenya. This implies that any positive change in Strategic monitoring, Strategic evaluation, Strategic feedback and Strategic responsiveness improves the performance of supermarkets in the selected Counties. The findings revealed that there is a positive and significant correlation between strategic monitoring and the performance of Supermarkets (r=0.720, p=0.000). These findings prove that, when strategic monitoring is enhanced, the performance of supermarkets also greatly improves. Further, the findings of the study revealed a positive and significant relationship between Strategy evaluation and performance of supermarkets in the selected Counties of Kenya (r=0.616, p=0.000).

This revealed that Supermarket's performance highly depends on strategic evaluation practices. The study results revealed a positive and significant association between Strategy feedback and performance of supermarkets (r=0.736, p=0.000). This implies that any positive Strategy feedback enhances performance of supermarkets. Lastly, the study results revealed the existence of positive and significant association between Strategy responsiveness and performance of supermarkets (r=0.729, p=0.000). The results imply that increased strategy responsiveness leads to higher performance of the supermarkets. The findings on the correlation analysis reveals that strategic monitoring and evaluation have a positive relationship with supermarkets performance. These findings are in line with those of Okafor (2021) who found that monitoring and evaluation had an approximate positive correlation coefficient that was significant at p-value =0.000. The positive correlation coefficient by Okafor (2021) coincides with the current study coefficient which is positive implying the existence of positive correlation. Supermarkets that robustly integrate and engage monitoring and evaluation of their strategies records improved performance. The robustness in strategic monitoring and evaluation including feedback and responsiveness have a relationship with the achieved performance by the supermarkets.

4.12.2 Hypotheses Testing

According to Onyoni (2022), researchers can assess hypotheses they developed prior to the study by comparing the outcomes of the study's sample to those of the larger population. To test hypotheses, the statistical significance of the coefficients of the factors that explained the data was determined in this study. The purpose of the significance test is to assess the validity of a null hypothesis, which states that the means of two normally distributed populations are equal, by using data gathered from a statistical sample. For this study, the corresponding p-values at 1%, 5%, and 10% levels were employed. A two-tailed test to assess the study's null hypothesis's significance was adopted. The following were the decision criteria for every test: If the observed p-value is less than the predetermined alpha (significance threshold), reject the null hypothesis; if the observed p-value is greater than the predetermined alpha, maintain the null hypothesis.

Ho1. There exists no significant relationship between strategy monitoring and the performance of Supermarkets in selected Counties of Kenya

The findings of the regression analysis are presented in Table 20, which at the 5% level of significance demonstrates a positive and significant relationship between strategic monitoring as well as supermarket performance. Based on a comparable p-value of 0.007 for the coefficients, this conclusion has been drawn. Based on the results obtained, the study concluded with a 95% confidence level that the null hypothesis had been rejected. There is a substantial correlation between strategic monitoring as well as the performance of supermarkets in a subset of Kenyan counties, as the study found no evidence to support the null hypothesis.

Ho2. There exists no significant relationship between strategy evaluation and the performance of supermarkets in selected counties in Kenya.

Regression analysis results are displayed in Table 20, whereby the performance of supermarkets, as well as strategy evaluation, are found to be positively and significantly correlated at the 5% significance level. Based on a comparable p-value of 0.008 for the coefficients, this conclusion has been drawn. Based on the results obtained, the study reported with a 95% confidence level that the null hypothesis had been rejected. There is a significant connection between the performance of supermarkets in a select number of Kenyan counties as well as the strategy evaluation, as the study's null hypothesis was shown to be unsupported.

Ho3. There exists no significant relationship between the strategy feedback and performance of Supermarkets in selected Counties of Kenya.

Table 20 indicates that there is a significant and positive correlation between Strategy feedback as well as supermarket performance at the 5% level of significance. The associated p-value of 0.000 for the coefficients serves as the foundation for the conclusion. With a 95% confidence level, the analysis concluded that this observation had led to the rejection of the stated null hypothesis. The investigation revealed no evidence to support the null hypothesis, which led the authors to conclude that strategy feedback has significant effects on supermarket performance.

Ho4. There exists no significant relationship between strategy responsiveness and performance of supermarkets in selected counties in Kenya.

Table 20 presents the findings of a regression analysis demonstrating a strong and positive correlation between the performance of supermarkets as well as the responsiveness of their strategies. Based on the associated p-value of 0.004 for the coefficients, the conclusion is drawn. The analysis concluded that this finding had led to the rejection of the stated null hypothesis with a 95% degree of confidence.

According to the study's findings, strategy responsiveness improves significantly the performance of supermarkets in the selected Kenyan counties.

4.13 Regression Analysis

The study aimed at finding out the overall influence of the independent variables that is strategic monitoring, strategic evaluation, strategic feedback and strategic responsiveness on the performance of supermarkets in selected Counties of Kenya. Regression analysis is beneficial because it allows for the quantification of relationships between variables. It helped determine the extent to which strategic monitoring, evaluation, responsiveness, and feedback impact supermarket performance. The model $Y = \beta o + \beta_1X_1 + \beta_2 X_2 + \beta_3 X_3 +\beta_4 X_4 + \varepsilon$ explained 73.8% of the variations in NGOs performance as shown in Table 4.18. This showed that strategic monitoring, strategic evaluation, strategic feedback and strategic responsiveness explained 73.8% of the variation in performance of supermarkets.

Table 4.16

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862□□	0.744	0.738	6.732

a. Predictors: (Constant), strategic responsiveness, strategic monitoring, strategic evaluation, strategic feedback

The analysis of variance results in Table 4.19 shows that the model fit is significant at p=0.000, F=144.292 with 203 degrees of freedom. This implies that strategic monitoring, strategic evaluation, strategic feedback and strategic responsiveness jointly have a significant and positive combined effect on performance of supermarkets.

Table 4.17

Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26154	4	6538.51	144.292	.000[b]
	Residual	9017.55	199	45.314		
	Total	35171.6	203			

b. Dependent Variable: performance of supermarkets

4.13.1 Determination of Regression Co-efficients

The multiple regression analysis conducted in the study provided valuable insights into the influence of strategic monitoring, strategic evaluation, strategic feedback, and strategic responsiveness on the performance of supermarkets in selected counties of Kenya. The regression model holds performance of supermarkets constant at -4.608 in the absence of the four strategic practices considered in the study.

The first objective sought to establish the influence of strategic monitoring on the performance of supermarkets. The regression model revealed that a unit increase in strategic monitoring led to an increase in supermarket performance by a factor of 0.401. This indicated that effective monitoring of strategies is essential for enhancing performance. Supermarkets that regularly monitor their strategies can quickly identify and address issues, ensuring alignment with their goals. This finding is supported by Bett and Avoga (2023) who found that strategic monitoring positively impacts performance by ensuring that the organization stays on track with its objectives.

The second objective sought to establish the influence of strategic evaluation on the performance of supermarkets. The regression model revealed that a unit increase in strategic evaluation led to a rise in supermarket performance by a factor of 0.317. This suggested that evaluating strategies to determine their effectiveness and making necessary adjustments can significantly improve performance. Supermarkets that rigorously evaluate their strategies are better positioned to learn from their experiences and enhance future strategic planning. This result aligns with the findings of Gaitho (2019) who noted that strategic evaluation helps organizations adapt and improve continuously, leading to better performance outcomes.

The third objective sought to establish the influence of strategic feedback on the performance of supermarkets. The regression model revealed that a unit increase in strategic feedback practices leads to an improvement in supermarket performance by a factor of 1.52. This substantial impact highlights the critical role of feedback in performance. Supermarkets that actively seek and utilize feedback from customers and employees can make informed decisions that better meet stakeholder needs, driving higher performance. This finding is corroborated by Kerzner (2022) who emphasized that effective feedback mechanisms lead to improved service quality and customer satisfaction, thereby boosting performance.

The fourth objective sought to establish the influence of strategic responsiveness on the performance of supermarkets. The regression model revealed that a unit improvement in strategic responsiveness leads to a rise in performance of supermarkets by a factor of 0.623. This indicates that the ability to respond swiftly and effectively to changes in the market and environment is crucial for enhancing performance. Supermarkets that are agile and responsive can better navigate disruptions and capitalize on opportunities, leading to superior performance. This result is consistent with the research by Kabeyi (2019) who found that strategic responsiveness positively influences the organizational agility and success.

Using the unstandardized beta coefficients in Table 20, the overall equation for the multiple regression model can be given as follows:

$Y = -4.608 + 0.401X_1 + 0.317X_2 + 1.52X_3 + 0.623X_4$

Table 4.18

Regression Analysis Results

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-4.608	1.879		-2.453	0.015
Strategic monitoring	0.401	0.148	0.153	2.703	0.007
Strategic evaluation	0.317	0.224	0.105	2.418	0.008
Strategic feedback	1.52	0.248	0.462	6.121	0.000
Strategic responsiveness	0.623	0.214	0.21	2.909	0.004

The model shows that in the absence of strategic monitoring, strategic evaluation, strategic feedback and strategic responsiveness, the performance of supermarkets has a negative value of -4.608. Further, Strategy evaluation had the least effect on performance of supermarkets as a unit change causes a slight increase in performance of supermarkets by a multiple of 0.317 units (table 20). Strategic feedback has the greatest effect on performance of supermarkets since a unit change causes a change in performance by a multiple of 1.52 units. Strategy responsiveness is the second in terms of significantly influencing performance of supermarkets with a unit change causing a change in performance by a factor of 0.623 units. Strategy monitoring is the third in line with a unit change leading to a significant change in performance of supermarkets by a factor of 0.401. In another study, Gitau et al. (2020) found that strategic monitoring had the largest effect on the performance, followed by strategic feedback.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This section offers an overview of the whole study, discusses the findings and conclusions, gives recommendations and makes suggestions for improvement and future researches. The results of the study are analyzed and discussed as well as a conclusion which is based on the objectives of the research.

5.2 Summary of the Findings

The first objective sought to establish the influence of strategy monitoring on the performance of supermarkets in selected Counties of Kenya. The descriptive findings showed that most of the supermarkets (86.3%) had a monitoring plan. The correlation analysis showed that there exists a positive and significant correlation between strategic monitoring and the performance of supermarkets in the selected Counties of Kenya ($r=0.725$, $p=0.000$). This revealed that supermarkets' performance highly depends on strategic monitoring practices. A unit change in strategic monitoring is associated by 0.401-unit change in performance of supermarkets.

The second objective endeavored to determine the influence of strategy evaluation on the performance of Supermarkets in selected Counties of Kenya. The study findings further revealed a positive and significant link between strategy evaluation and the performance of supermarkets ($r=0.739$, $p=0.000$). The findings implied that attempts to make any positive changes in strategy evaluation results in enhanced performance supermarkets. However, the study findings showed that strategy evaluation had the least effect on performance of supermarkets since a unit change in strategic evaluation is associated by a slight change of 0.317 units in performance of supermarkets.

The third objective sought to assess the influence of strategy feedback on the performance of supermarkets in selected Counties of Kenya. The study established that supermarkets often get feedback from customers and employees. Further, 81.9% of supermarket managers agreed that their supermarkets often conduct environmental scanning to note possible risks and opportunities. The study results also revealed that there exist a positive and significant association between strategy feedback (0.715, p=0.000) and performance of supermarkets. Strategic feedback had the greatest effect on organizational performance of supermarkets as a unit change is associated with 1.52-unit change in supermarket performance.

The fourth objective sought to evaluate the influence of strategy responsiveness on the performance of supermarkets in selected Counties of Kenya. The descriptive statistics revealed that 90.2% of respondents concurred that supermarkets are highly willing to learn from their successes and failures and adjust strategies accordingly which implied a high degree of responsiveness. The study results also revealed that there exist a positive and significant association between strategy responsiveness (r=0.720, p=0.000) and performance of supermarkets. A unit change in strategy responsiveness is linked to 0.623-unit change in performance of supermarkets. The research findings suggested that increased strategy responsiveness led to higher supermarket performance

5.3 Conclusions

The first objective sought to establish the influence of strategy monitoring on the performance of supermarkets in selected Counties of Kenya. Based on the findings of the current study, it can be concluded that strategic monitoring significantly and positively influences the performance of supermarkets in the 14 selected Counties of Kenya. The majority of the supermarkets therefore have a monitoring plan and often engages the stakeholders. Resources allocated for every strategy are therefore monitored to ensure the set expectations are met. Most of the supermarkets ensure that the set strategies are within budget. This supports Gitau et al. (2020) findings that strategic monitoring positively and significantly improves the performance of supermarkets. Supermarkets that monitor resources used in the execution of every strategy and ensure they are within budget lead to more performance.

The second objective sought to establish the influence of strategic evaluation on the performance of supermarkets in selected Counties of Kenya. Basing our conclusion on the current study findings, strategic evaluation has the least significant effect on the performance of supermarkets. Supermarkets that only engage in evaluation without involving the other three study constructs (strategic monitoring, feedback and responsiveness) would have the least performance. Nonetheless, strategic evaluation has a positive and significant effect on supermarkets' performance. The descriptive analysis affirms that majority of the supermarkets have a risk assessment plan and often review their strategies, have a corrective and control mechanism to correct any deviations from the strategy, assesses performance as per the set target KPIs and engages in benchmarking with other firms. The findings support those of John and Pallangyo (2024) that evaluation of strategy is key in every organization since firms like supermarkets have to assess the outcomes of strategies to pave the way for further progress.

The third objective sought to establish the influence of strategic feedback on the performance of supermarkets in selected Counties of Kenya. Based on the findings, it can be concluded that strategic feedback has the largest positive and significant effect in increasing the performance of supermarkets. Majority of supermarkets that adheres to strategic feedback are likely to record improved performance. Most of the supermarkets often gets customer and employee feedbacks which they act upon to remain on the focus of strategy. The supermarkets often do market analysis of the products it's offering to ensure they are in line with the customer's tastes and preferences. The supermarket often conducts scanning of the external environment to determine possible threats and opportunities and act upon them. The findings support those of Ali & Anwar (2021) that in the ever-changing business environment, organizations have to scan the environment and constitute measures that would help them remain competitive. Supermarkets have to scan the business environment, get feedback from all stakeholders and ensure their strategies aligns with the needs of their customers and employees.

The fourth objective sought to establish the influence of strategy responsiveness on the performance of supermarkets in selected Counties of Kenya. Furthermore, it can be concluded that strategic responsiveness has a positive and significant effect on the performance of supermarkets in the selected Counties of Kenya. Majority of the supermarkets frequently innovates new ideas, embraces them and implements the change. The supermarkets have established key measures aimed to cater for any unforeseen activities and disruptions. The supermarkets have high organization's willingness to learn from its successes and failures and make necessary adjustments. The supermarket consistently integrates upcoming technologies that affects performance. The study findings support Daisy (2023) that supermarkets need to consistently respond to the ever-rising needs of the clients so as to maintain a competitive advantage. Supermarkets have to innovate new ideas including having a customer focused pricing, product re-engineering as well as diversification to remain competitive and ensure higher performance.

5.4 Recommendations

The study recommends that management of supermarkets need to place more emphasis on monitoring and evaluation of strategies to ensure they render the maximum performance possible.

In line with the first objective, this study recommends that supermarkets need to develop a more robust monitoring plan that include advanced analytics and business intelligence tools to monitor sales, inventory levels, customer preferences, and competitive activities.

In line with the second objective of the study, it's recommended that supermarkets should optimize their communication on the evaluation processes to ensure all stakeholders are informed and contributes to the process. Strategic evaluation significantly and positively impacts performance and supermarkets have to fast-track the process to ensure it leads to higher performance similar to that of other strategic management practices. Supermarkets needs to often engage in benchmarking with other outlets and make use of the evaluation results to inform strategic planning.

In line with the third objective, this study recommends that supermarkets should establish robust feedback mechanisms that gather input from a variety of stakeholders, including customers, employees, and suppliers. This is because strategic feedback has the largest effect on the performance. To achieve this, supermarkets need to involve regular surveys, increase suggestion boxes and digital feedback platforms. They need to develop an integrated feedback collection and analysis platform as well as create a feedback loop where actions taken based on feedback are communicated back to the stakeholders.

Lastly, in line with the fourth objective that sought to determine the influence of strategy responsiveness on supermarket performance, this study recommends that supermarkets should develop strategies that enable quick adaptation to changes in the market, customer preferences, and operational challenges. To achieve this, supermarkets need to foster a flexible organizational culture and decentralized decision-making. Flexibility and decentralization break the rigidity in management and helps accommodate upcoming trends and feedback from all stakeholders thereby ensuring customers' needs are served thereby improving performance.

5.5 Implications of the Findings on Theory, Policy, and Practice

The study on the influence of strategic management practices on the performance of supermarkets in selected Counties of Kenya offers significant insights that extend beyond mere statistical correlations. These findings have profound implications on theoretical frameworks, policy development, and practical applications within the retail sector. This section explores these implications, aligning the study's results with relevant theories, suggesting policy enhancements, and recommending practical strategies for supermarket managers.

5.5.1 Theoretical Implications

The study's first and second objectives, which examined the influence of strategy monitoring and evaluation on performance, align with the Dynamic Capabilities (DC) Theory. This theory posits that an organization's ability to integrate, build, and reconfigure internal and external competencies is crucial for achieving and sustaining competitive advantage. The positive and significant correlations found between strategic monitoring ($r=0.725$, $p=0.000$) and strategy evaluation ($r=0.739$, $p=0.000$) with performance affirm the importance of these dynamic capabilities. The observed unit changes in performance (0.401 for monitoring and 0.317 for evaluation) suggest that while both capabilities are essential, their impacts vary, indicating the need for further theoretical refinement to understand these differences.

The third objective, focusing on the influence of strategy feedback, supports the Strategic Choice Theory. This theory emphasizes the role of managerial decisions in shaping organizational outcomes. The study reveals that strategy feedback has the greatest effect on performance, with a 1.52-unit change for each unit change in feedback ($r=0.715$, $p=0.000$). This underscores the critical role of feedback mechanisms in strategic decision-making processes, supporting the theory's assertion that informed strategic choices lead to improved performance. These findings suggest that future theoretical work should place greater emphasis on the feedback loop as a vital component of strategic management.

The fourth objective, examining the influence of strategy responsiveness, resonates with Ansoff Strategic Success Theory, which highlights the necessity for organizations to adapt their strategies in response to environmental changes. The significant correlation between strategy responsiveness and performance ($r=0.720$, $p=0.000$) and the corresponding 0.623-unit change in performance per unit change in responsiveness illustrate the importance of adaptive strategies. This empirical evidence reinforces the theory, suggesting that responsiveness and adaptability are critical for organizational success. Theoretical models should thus incorporate flexibility as a central element.

5.5.2 Policy Implications

The strong positive correlations between strategic management practices and performance indicate the need for supportive policies. Policymakers should encourage supermarkets to adopt robust strategic monitoring and evaluation frameworks. Training programs and support mechanisms could be developed to enhance these capabilities within the retail sector. Additionally, government agencies should establish guidelines and best practices for strategic feedback mechanisms, ensuring that supermarkets effectively gather and utilize insights from customers and employees.

To foster a culture of learning and adaptation, policies that incentivize strategic responsiveness should be prioritized. This could include financial incentives for supermarkets that demonstrate high levels of strategy responsiveness or subsidies for those investing in systems that enhance strategic flexibility. Regulatory frameworks should also provide supermarkets with the flexibility to rapidly adapt their strategies in response to market changes, thereby maintaining their competitive edge.

5.5.3 Practical Implications

Supermarket managers should prioritize the development and implementation of comprehensive monitoring and evaluation plans. The findings suggest that these practices are crucial for performance improvement. Managers should invest in training and tools that enhance their capabilities in these areas and conduct regular and systematic strategy evaluations to align their strategies with market demands and organizational goals.

Given the significant impact of strategic feedback on performance, supermarkets should establish robust feedback systems. This includes implementing regular surveys, suggestion boxes, and other channels to gather insights from customers and employees. Managers should actively use this feedback to inform strategic decisions and adjustments, ensuring that the organization remains responsive to changes and opportunities in the market.

Supermarkets should cultivate a culture that values learning from successes and failures. Training programs focusing on adaptive leadership and strategic flexibility can help managers and employees respond more effectively to environmental changes. Regular strategy reviews and environmental scanning should be institutionalized to ensure the organization remains agile and capable of real-time strategy adjustments.

5.6 Recommendations for Further Study

This study suggests further research on certain limiting factors. First, the study was conducted on only 14 selected Counties of Kenya yet 47 Counties implying a limitation on the scope of coverage that might not yield a clear picture of the general performance of supermarkets in Kenya. The 14 Counties included Meru, Embu, Laikipia, Kirinyaga, Nyeri, Tharaka Nithi, Muranga, Nyandarwa, Kiambu, Nakuru, Nairobi, Marsabit, Isiolo and Wajir County. Performance of supermarkets might be different in the other 33 Counties as opposed to what was found in the current study. To determine the general performance of supermarkets in Kenya, this study recommends a similar study to the rest of the 33 counties. Secondly, the study focused on four factors including strategic monitoring, evaluation, feedback and responsiveness and their effects on performance of supermarkets yet there are other factors like strategy formulation and implementation among others. This study recommends further studies to find out the influence of strategy formulation and implementation on the performance of supermarkets in Kenya.

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APPENDICES

Appendix I: Consent Form for Participation in Research

Title: Influence of Strategic Monitoring and Evaluation on the Performance of Supermarkets in Kenya

Sponsor: Self

Principal Investigator: Abdifatah Galgallo

Address: Kenya Methodist University P.O. Box, 267 – 60200, Meru, Kenya

1. Introduction

This Consent Form contains information about the research named above. In order to be sure that you are informed about being in this research, we are asking you to read this Consent Form. You will also be asked to sign it. I will give you a copy of this form. This consent form might contain some words that are unfamiliar to you. Please ask me to explain anything you may not understand.

2. Reason for the Research

You are being asked to take part in research to help in determining the influence of strategic monitoring and evaluation on the performance of supermarkets in Kenya

3. General Information about Research

The research method involved involves a survey using a semi structured questionnaire that contains various sections ranging from section A to F.

4. Your Part in the Research

If you agree to be in the research, you will be required to fill in the questionnaire.

5. Possible Risks

The survey will extend no possible physical, social or psychological risks.

6. Possible Benefits

This study is aimed at helping supermarkets to address difficulties faced in monitoring and evaluating strategies to improve their performance.

7. If You Decide Not to Be in the Research

You are free to decide if you want to be in this research. Your decision will not affect the health care you would normally receive.

8. Confidentiality

We will protect information about you and your taking part in this research to the best of our ability. You will not be named in any reports. However, the staff of Strategic Management Faculty at Kenya Methodist University may sometimes look at your responses in efforts to assisting me accomplish my academic goal.

9. Compensation

You will not be paid, since you do not have to take part in this research.

10. Leaving the Research

You may leave the research at any time. If you choose to take part, you can change your mind at any time and withdraw.

13. Your rights as a Participant

This research has been reviewed and approved by the IRB of Kenya Methodist University. An IRB is a committee that reviews research studies in order to help protect participants.

VOLUNTEER AGREEMENT

The above document describing the benefits, risks and procedures for the research titled
"Influence of Strategic Management Effectiveness on The Performance of Supermarkets in Kenya" has been read and explained to me. I have been given an opportunity to have any questions about the research answered to my satisfaction. I agree to participate as a volunteer.

______________________ ____

Date Signature

Appendix II: Introductory Letter

Dear Sir/Madam,

I am Abdifatah Galgallo, a student of Kenya Methodist University pursuing a Master's Degree in Business Administration, Strategic Management Option. I am pursuing research on **"Influence of Strategic Monitoring and Evaluation on the Performance of Supermarkets in Kenya".** The goal of the research is to partially satisfy Kenya Methodist University's academic requirements for the Master in Business Administration degree. I humbly request that you respond to the following questions with the utmost honesty. I promise to keep all of your responses completely private, and I'll use the data only to accomplish the goals of this research. We are grateful that you took part in the study.

Yours faithfully,

Abdifatah Galgallo

Appendix III: Questionnaire

Kindly provide correct and useful data by filling in where necessary and ticking where required.

Section A: General Information

1. Gender of respondent

   a) Male ( ) b) Female ( )

2. i. What is your highest number of years of schooling in formal education [ ]

   ii. Kindly indicate your highest level of educational qualification (tick)

   a) Secondary education [ ] c) Certificate or diploma [ ]

   b) Graduate [ ] d) Postgraduate [ ]

3. How long have you served the supermarket industry in the said role as a manager?

   a) 0-5 years [ ] b) 6-10 years [ ]

   c) 11-15years [ ] d) Over 16 years [ ]

Section B: Strategic Monitoring

4. i. Please use the point scale below to indicate your level of agreement by ticking each one

   of the given statements

	Statement regarding Strategic Monitoring	1	2	3	4	5
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	The supermarket has a monitoring plan					
2	The supermarket gets feedback from the customers					
3	The supermarket sets strategies in adherence to the budget					
4	The supermarket engages all stakeholders in every strategy					
5	The supermarket employs a consultant in its strategy monitoring process					
6	Resources of the supermarket are always monitored for every work on strategy.					
7	The supermarket has a					

	Statement regarding Strategic Monitoring	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
	department tasked with the work of strategy monitoring					

ii. Explain the importance of strategic monitoring in regard to the 7 statements made in 4 (i) above……………………………………………………………………………… ……..

Section C: Strategic Evaluation

5. i. Please use the point scale below to indicate your level of agreement by ticking each one

of the given statements.

	Statement regarding Strategic Evaluation	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
1	The supermarket has set up a risk assessment plan for its strategies					
2	The supermarket often reviews implemented strategies to ascertain their performance					
3	The supermarket has set out corrective and control measures to correct any					

	Statement regarding Strategic Evaluation	1	2	3	4	5
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	deviations from the strategy					
4	The supermarket sets target KPIs and assesses their achievement upon implementation of the strategy					
5	The supermarket gathers information from the other retailers and makes comparison					
6	The results of the strategy evaluation serve as the foundation for benchmarking subsequent strategies.					

ii. Explain how the six elements made in 5 (i) above on strategic evaluation have influenced the performance of the supermarket…………………………………………………………..

Section D: Strategy Feedback

6. i. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

	Statement regarding strategy feedback	1	2	3	4	5
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	The supermarket often gets customer feedbacks					
2	The supermarket often gets employee feedbacks					
3	The supermarket has a suggestion box that frequently receives requests from customers and employees					
4	The supermarket often conducts periodic reviews of its performance.					
5	The supermarket often does market analysis of the products it's offering					
6	The supermarket often conducts scanning of the external environment to determine possible threats and opportunities.					

ii. Explain the importance of strategic feedback in regard to the 6 statements made in 6 (i) above…………………………………………………………………………..

Section E: Strategy Responsiveness

7. Please use the point scale below to indicate your level of agreement by ticking each one

   of the given statements.

	Statement regarding Strategy Responsiveness	1	2	3	4	5
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	The supermarket moves with speed to develop and implement a decision					
2	The supermarket frequently innovates new ideas, embraces them and implements the change					
3	The supermarket has put up key measures in efforts prepare for unforeseen events and disruptions.					
4	The supermarket has high organization's willingness to learn from its successes and failures and make adjustments accordingly.					

	Statement regarding Strategy Responsiveness	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
5	The organizational structure of the supermarket has an impact on its performance					
6	The supermarket consistently integrates upcoming technologies that affects performance.					

ii. Explain how the six elements made in 7 (i) on strategy responsiveness have influenced the performance of the supermarket………………………………..

Section F: Performance of Supermarkets

8. a. Given the following performance metrics tick where appropriate to indicate the effect of each practice

Effect of strategic monitoring on supermarkets performance					
	Performance metrics	High	Medium	low	No effect
1	Profit level				
2	Revenue trend				
3	Sales growth rate				
4	Market share				
5	Customer’s retention rate				
Effect of strategic evaluation on supermarkets performance					
	Performance metrics	High	Medium	low	No

					effect
1	Profit level				
2	Revenue trend				
3	Sales growth rate				
4	Market share				
5	Customer’s retention rate				
Effect of strategy feedback on supermarkets performance					
	Performance metrics	High	Medium	low	none
1	Profit level				
2	Revenue streams				
3	Sales growth rate				
4	Market share				
5	Customer’s retention rate				
Effect of strategy responsiveness on supermarket performance					
	Performance metrics	High	Medium	low	none
1	Profit level				
2	Revenue streams				
3	Sales growth rate				
4	Market share				
5	Customer’s retention rate				

b. Mention any other performance metrics used by the supermarket to assess performance other than what is given in 8 (a) above.

c. Giving reference to those other performance metrics in 8 (b), explain the effect of strategic monitoring and evaluation on supermarket performance.

d. How does strategic feedback and responsiveness affect those other performance metrics mentioned in 8 (b)

Appendix IV: University Letter

KENYA METHODIST UNIVERSITY
P. O. Box 267 Meru - 60200, Kenya Fax: 254-64-30162
Tel: 254-064-30301/31229/30367/31171 Email: deanrdkemu.ac.ke
DIRECTORATE OF POSTGRADUATE STUDIES

Our Ref: KeMU/NACOSTl/BUS/22/2024 May 30, 2024

Commission Secretary
National\ Commission for Science, Technology and innovations
P.O. Box 30623-
00100 NAIROBI

Dear Sir/Madam,

RE: ABDIFATAH GALGALO (REG. NO. BUS-3-0211-l/2023)
This is.to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's Degree in Business Administration. He is conducting research on; "Influence of Strategic Monitoring and Evaluation on Performance of Supermarkets in Kenya".

We confirm that his research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable him collect data.
Any assistance accorded to him will be highly appreciated.

Yours sincerely.

30 MAY 2024

Dr. John M. Muchiri (PhD)
Dean, Postgraduate Studies

Cc: Dean, KeBS
COD - Business Administration
Postgraduate Coordinator – BA
Supervisors

Appendix V: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **351467**

Date of Issue: **11/June/2024**

RESEARCH LICENSE

This is to Certify that Mr.. Abdifatah Galgallo of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Embu, Isiolo, Kiambu, Kirinyaga, Laikipia, Marsabit, Meru, Muranga, Nairobi, Nakuru, Nyandarua, Nyeri, Tharaka-Nithi on the topic: INFLUENCE OF STRATEGIC MONITORING AND EVALUATION ON ORGANIZATIONAL PERFORMANCE OF SUPERMARKETS IN KENYA for the period ending : 11/June/2025.

License No: **NACOSTI/P/24/36695**

351467

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer-generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)

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2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
    i. Endanger national security
    ii. Adversely affect the lives of Kenyans
    iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
    iv. Result in exploitation of intellectual property rights of communities in Kenya

v. Adversely affect the environment

vi. Adversely affect the rights of communities

vii. Endanger public safety and national cohesion

viii. Plagiarize someone else’s work

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14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and

Innovation (NACOSTI),

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