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Competitive Strategies and Performance of Family Owned Supermarkets in Kericho County, Kenya.

Gladys Chepngetich[1], Dr. Kipkorir Sitienei Chris Simon[2]
[1]*(Department of Business Administration, Kenyatta University, Country Kenya)*
[2]*(Department of Business Administration, Kenyatta University, Country Kenya)*

Abstract
Organization performance comprises of the actual result or output of an organization measured against its intended objective or goal. Some of the problems associated with performance family owned supermarkets include profit, return on investment and return equity. In an attempt to solve the problem on performance, the supermarkets have used competitive strategies. The purpose was to determine the effect of cost leadership, differentiation, focus strategy, and innovation strategies on performance of family owned supermarkets in Kericho County in Kenya. Descriptive design research was used and target population was 107. A sample size of 97 respondents was selected using a random sampling technique. Structured questionnaire was used to collect data, which was analyzed using descriptive and inferential statistics. Validity and reliability of the instrument was determined. Cost leadership and differentiation strategies were preferred in improving performance. The firms to a small extent applied focus strategy but Innovation strategy had significant effect on performance. It was suggested that supermarkets should engage cost leadership strategy to increase profit. It was recommended that there was need to differentiate packaging, promotion, distribution network and segment the market in order to make products competitive and easily identifiable in the market. The supermarkets need to embrace modern technology for efficiency.

Key words: performance, Competitive Strategies, Descriptive Research Design

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I. Introduction

According to Harzing (2010) performance of an organization can fundamentally reflect changes in the size of the market or financial circumstances rather than just sales statistics. The performance of a company with regard to competitors can be evaluated by its market share, and to benefit from economies of scale. Scale economies can lead to the cost benefit of working up. Increasing sales in a slow sector is the inspiration for expanding market share. Performance describes the results of the organizational strategies and operations. It is the appraisal of family owned supermarkets based on the indicated measures and the quality of accountability, efficiency and effectiveness on global, regional and national level (Wheelen, 2012). Performance refers to the overall economic impact of the activities and events carried out in a firm. The choices and strategies made by any firm influence its performance. Strategies are long-term plans and decisions made by an organization to improve its performance. Performance in a firm may mean different things with regard to what and whom the measurements are meant for. Performance indicators are important in any firm especially for shareholders to enable them make informed decisions. For a firm to perform it must have in place the capability and the strategies used to achieve specific goals. The location of the industry where the firm operates will determine the strategies and capabilities used to measure the outcome. Financial and non-financial outcomes determine how a firm perform (Wang, Wang and Liang, 2014). Qrunfleh and Tarafdar (2014) assert that a firm`s performance measurements ensures that strategic events are aligned to strategic plan to further improve the profitability of firms by reducing cost and improving productivity. Several organizations are currently adopting the balance score card methodology. With this methodology is it easier to structure and measure organizational performance. There are 4 measuring dimension that determine the performance of a firm. They include; customer service excellence, financial performance, internal business processes, learning and growth (Barrick, Thurgood, Smith and Courtright, 2015). The regional performance and national problem of supermarket depends on the community strategies and the measurement involves assessing the performance of a firm against its pre-set objectives.

Katou (2015) concluded that objective performance is a global issue that faces the majority of organization in sectors of racial discrimination, and gender inequality. The regional performance and national problem of supermarket depends on the community strategies and the measurement involves assessing the performance of a firm against its pre-set objectives. Several stakeholders of an organization such as the managers, strategic planners, finance and legal amongst others are concerned with the performance of an organization. Performance is described by Bakotić (2016) as the congruence of the actual results of the firm as compared with the anticipated goals. According to Omayio (2017) organization performance covers investors' returns, performance of the product in the market. Financial performance is often quantified in terms of profits from sales as well as profits from investments. Performance of products in the market is measured using sales volume and its market share, whereas investors return is the return to shareholders, which is measured in terms of return on shareholders' equity and capital gains. According to Mohamed, Ndinya and Ogada (2019) Performance indicators such as return on equity, growth, sales, cash flow and profit are significant when measuring the general performance of an industry. Financial measures are key indicators of performance. However, using finance alone is not logical because financial results are dependent on the strategic objective set aside to achieve marketing and competitive strength. Non-financial indicators like marketing and innovativeness play a role too. Financial and non-financial indicators are therefore used in measuring performance. Performance in the retail industry is measured in form of Profits..

An organization's competitive strategy is expected to act as one of its competitive advantage against rivals Porter (2007). The competitive strategies according to Dibrell and Moeller (2011) may include activities to endure the competitive pressure of the market, ability to attract customers as well as aid in strengthening the market position of the organization. Whenever a business has an upper hand over its rivals when it comes to obtaining customers and protecting them against competitive forces, it has a competitive benefit (Thompson and Strickland, 2015). A company may possess competitive position if it is in a position to reduce costs, adopting a focus strategy and differentiating its products from those offered by competitors. Consequently, with combined strategies, the firm may realise improved performance against competitors. Oyewobi, Windapo and James (2015) did a study on construction companies in South Africa to determine how they achieve their goals through competitive strategies and the type of competitive strategy that works best for them. The results of research showed that the competitive strategies and non-financial performance result into good performance of the firm and when combined, performance increases. To achieve good performance, it is crucial for companies to use differentiation, cost leadership, focus and innovation strategies.

On an international perspective, Cetinguc Hancerliogullari Calisir and Bayraktar (2017) carried out research on Turkish manufacturing companies to understand how competitive strategies influence performance of the company. The findings indicated that competitive strategies such as cost leadership results to increased firm performance and innovation. Isaboke (2018) contends that in today's business environment, competitive strategies are very important in determining the success of an organization. As a result, firms must come up with ways to compete effectively in their respective markets. According to Kosgei (2019), scarce opportunities and limited market are one of the reasons why so many companies struggle to become competitive. New devised ways of doing business has however changed this narrative because many firms are now aiming to lower cost, diversify markets, and differentiate products by using porter's competitive strategies. Retain businesses in Kenya are facing challenges because of intensifying competitiveness to achieve customer satisfaction and improving sales. Competitive strategies involve being unique in order to stand out against all competitors and to attain value. The key market drivers which should be considered when formulating strategies include; competition from current companies, new market entrants, negotiating ability of suppliers and clients and alternative products.

II. Objectives

To investigate the effect of cost leadership strategy on performance of family owned supermarkets in Kericho County, Kenya.

To find out the effect of focus strategy on performance of family owned supermarkets in Kericho County, Kenya.

To determine the effect of differentiation strategy on performance of family owned supermarkets in Kericho County, Kenya.

To establish the effect of innovation strategy on the performance of family owned in Kericho County, Kenya

III. Literature Review

Oyewobi, Windapo and James (2015) conducted an empirical analysis in South Africa to determine competitive strategies used by organization in construction to attain their strategic goal. The research established cost-leadership and differentiation are key aspects in enabling an organization achieve its financial performance goals. The researchers found out that non-financial performance is positively related to three generic strategies. Awino, Njeru and Adwet (2017) carried out research and sought to determine the competitive tactics used by Kenyan supermarkets. The results revealed that the firms used market and innovation differentiation strategies to a small extent. The findings indicated that geographical area, service line and the buyer traits help in determining the market focus strategies used by the supermarkets in Nairobi City County's shopping malls.

Bayraktar, Hancerliogullari, Cetinguc and Calisir (2017) researched on the association between innovation,and competitive strategies to the performance of a firm in manufacturing companies in Turkey. The results showed that competitive strategies such as cost-leadership and differentiation strategies lead to innovation, which, in turn, increase performance.

Kosgey and Njuguna (2019) researched on performance of family owned supermarkets in Bomet County in Kenya to establish the influence of competitive strategies. The study established that in the process of implementing the differentiation strategy, the supermarkets have adopted modern information communication technology and extended their market coverage to new areas. Moranga (2019) carried out research, in Kericho County in Kenya, on banking strategy that most supermarkets use to manage finance. The findings indicated that majority prefer to obtain finance from saving and credit co-operative society to Kenya commercial bank. Abdullahi and Haim (2019) researched on the effect of business-level strategy on performance. The findings showed that cost leadership is not statistically significant on performance. Islami, Topuzovska, Drakulevski and Borota (2020) researched on conceptualizing differentiation strategy model, developing the instruments of differentiation strategy, testing the relationship between dimensions of the value chain and the organizational performance. Data from a sample of 123 manufacturing organizations was collected. The results of the study indicated that pursuing the differentiation strategy leads to increment on competitive advantage hence improved organizational performance. Naser, Nor and Kamisah (2020) conducted a study to establish the effect of innovation on the performance of small and medium enterprises in Oman using correlation research methodology. A quantitative approach was utilized to gather data from 268 respondents using self-administered questionnaires. The results showed a positive significant relationship between product innovation and business performance of small and medium enterprises in Oman.

Hilman and Kaliappen's (2014) research focused on cost leadership approaches and process information in Malaysian hotel sector. The objective was on innovativeness relationship with performance. Cost leadership was important in determining the innovation processes and the performance of the sector largely relied on innovation. The results showed that, cost leadership significantly affects the process innovation, which in turn significantly affects the organizational performance. In the current study, use of innovation by family owned supermarkets in Kericho County in Kenya significantly affects their performance. Chengeta (2014) carried out research on the impact of cost leadership approaches used by the organization on performance focusing at Multimedia Saatchi and Saatchi. From the research it was established that vertical integration is open for the most crucial factor that enhances the firm's effectiveness. Furthermore, it was established that organization share information through a managed processes hence reducing costs and enhances financial performance. In the current study, cost leadership used by family owned supermarkets significantly enhances financial performance. Atikiya, Mukulu, Kihoro and Waiganjo (2015) collected data from sub-industrial organizations in Nairobi County, Kenya. Descriptive and explanatory research designs were used. The conclusion made was that manufacturing companies' performance was greatly influenced by cost leadership strategy. The research covered manufacturing firms while the current study focused on organizations. The findings showed that cost-leadership affects the process innovation. In the current study, most family owned supermarkets have issues concerning decision making since every individual want to be a manager in the supermarket. It causes instability and poor performance while others tend to withdraw their shares.

Alkalies, Hilman,Bohari, Abdullah and Sallehddin (2018) conducted a study examining how strategic alignment of strategy affects its implementation in manufacturing small and medium enterprises in Nigeria. The cross-sectional survey research was used and 277 manufacturing small and medium enterprises was the target population. It was observed that both market penetration and development tactics significantly influenced the performance of small and medium enterprises. The study findings showed that the strategy significantly affected market penetration and market development and consequently led to enhanced competitiveness of organization. In the current study, market penetration through opening of other branches in the country greatly assisted in market penetration and in turn increased sales. In India, Bukhara, Mor and Sharma (2018) conducted an empirical analysis examining how performance was affected by cost leadership strategy. In the study, quality management mediated the relationship. The study outcomes indicated that cost leadership does not affect or has no direct association with the performance of companies but effective management would affect the impact cost leadership has on performance. Results also showed that effective management and regular improvement of suppliers significantly affected organization's performance. They use cost leadership to target broad market. In the current study, supermarkets in Kericho county use cost leadership to target broad market in the region. Cost leadership pushes the organization to acquire cost advantage that initiates for improved process, increased efficiency and enable gaining of access to low production that favours the supermarkets. Mohamed, Ndinya and Ogada (2019) researched on Taita Taveta medium-scaled mining business to find out the effect of cost leadership strategy on performance. The descriptive study used and focused on Porter's Generic Strategies. The target population was 22 registered groups and 13 medium-sized miner's enterprises. There was an indication that cost leadership strategy by the miners resulted in improved productivity, increased production and reduced operational costs. The research was done in Taita Taveta County in Kenya. The current research was carried out in Kericho County in Kenya. The focus of the study was on mining organizations. The current study focused on the retail family owned supermarkets the results showed that use of cost leadership strategy assisted the owners of supermarket to realize increased productivity and reduced operational costs.

In Nigeria, Uchegbulam, Akinyele and lbidunni (2015) researched on the effect of competitive tactics used by small and medium enterprises on organization's performance. The results indicated an existence of association between the customization of products and the growth in sales, features of the products, customer base, value addition and growth in revenue. Acquaah and Agyapong (2015) investigated on role of managerial and marketing capabilities in moderating the relationship between competitive strategy and firm performance in Ghanaian micro and small business. The findings indicated that differentiation strategy is related to performance. It was established that managerial capability and marketing capability moderates the relationship between competitive strategy and performance. The outcome of Kericho County owned supermarkets in Kenya showed that that differentiation strategy had a favourable effect, while cost leadership had no significant effect on performance. Marketing and managerial capabilities moderately affected the outcome between performance and competitive strategies. Nebojsa and Sharma (2015) conducted a study on the effect of brand equity, marketing investments and product differentiation on price in small and medium enterprises, multinational companies and retailers. The study suggested that brand equity, marketing investment and product differentiation were closely associated with price. The current study on family owned supermarkets in Kericho County in Kenya established that price is majorly associated with product differentiation based on innovation. Gorondutse and Hilman (2017) carried out research in hotels on differentiation strategy and performance in order to examine the relationship between environmental munificence in predicting the correlation between the study variables. The research established that differentiation strategy positively affected performance of hotels. In the current study, research showed that differentiation strategy in family owned supermarkets in Kericho County in Kenya creates stiff competition because many supermarkets offer unique services and products. Odhiambo (2018) investigated the effect of pricing as a competitive strategy on sales performance of selected pharmaceutical companies. The researcher recommended that pharmacies should carry out comprehensive market research to study the market for effective pricing decision and strategy to improve sales in medicines. In the study adoption of differentiation strategies and performance was investigated. The results showed a favourable association between differentiation strategy and performance of organizations. The study focused on Kenyan pharmaceutical firms. In the current study, the results showed significant association between differentiation strategy and performance of family owned supermarkets. In addition, the strategy affected the decision-making on pricing of goods. Islami, Topuzovska, Drakulevski and Borota (2020) researched on conceptualizing differentiation strategy model, developing the instruments of differentiation strategy and testing the relationship between dimensions of the value chain and organizational performance using data from a sample of 123 manufacturing organizations. The results of the study indicated that pursuing the differentiation strategy leads to increased competitive advantage and improved organizational performance. According to the current research on family owned supermarkets in Kericho County in Kenya, use of differentiation strategy led to improved organizational performance.

Dibrell and Moeller (2011) conducted a study in Australia examining how family owned and non-family owned business adopted focus strategy targeting their customers through innovation, stewardship, customer service and cultural behaviours. A sample of 307 respondents drawn from both family-owned and non-family owned business was selected. Findings showed that family owned businesses were better placed to adopt customer service, stewardship and cultural behaviours resulting in better performance as opposed to non-family owned businesses. In the current study in Kericho Country in Kenya, most family owned supermarkets have issues concerning decision making since every individual want to be a manager in the supermarket. It causes instability and poor performance while others tend to withdraw their shares. Use of focus strategy has improved the performance of the family owned supermarkets positively. Besides, Kamar's (2011) investigated the impact of competitive strategies on performance of family-owned business. The researcher focused on how liquidity firms and petroleum firms are expected to carry out market study with the objective of discovering market gaps and encouraging them to formulate strategies for performance quantified with indicators to be used to measure the effect of competitive strategies. Sifuna (2014) did research on the impact of competitive strategies on performance of Kenya's based University. The research results showed that cost leadership strategies such as capacity use of resources, reductions of operational costs and mass production influenced the institution's performance. The study findings indicated that performance and leadership are highly connected hence enhanced cost leadership strategies positively enhance performance. In current study, leadership is a critical aspect in performance of family owned supermarkets. The family-owned supermarkets mostly set rules and regulations that guide them to improve on cost leadership hence increasing performance. Kavulya, Muturi, Rotich and Ogollah (2018) carried out research on the effect of technological adoption strategy on performance of savings and credit co-operative societies in Kenya. The study used a cross-sectional survey targeting 181 authorized and registered savings and credit co-operative society in Kenya that operated for last five years. The collection of data involved the use of questionnaire and later inferential statistics were used to analyse it. Results indicated that there was a significant relationship between technological adoption strategy and performance of savings and credit co-operative society in Kenya. In the current study, the analysis showed that focus strategy had a positive and significant effect on performance of family owned supermarkets in Kericho County in Kenya. Odunayo (2018) focused on the relationship between market focus strategy and organizational performance of telecommunication companies in Port Harcourt. The cross-sectional study focused on 4 telecommunication companies in Port Harcourt. The sample was 134 employees from the four selected companies. By using descriptive and inferential statistics, the outcome showed that there was a very positive significant relationship between market focus strategy and organizational performance. In Kericho County in Kenya, the results indicated that the market focus strategy has an effect on the competition edge of the family owned supermarkets. Kosgey and Njuguna, (2019) established that many supermarkets are collapsing because of poor investment decision and return from businesses. Families usually have different interests, which in turn affected the progress of the organizations like Nakumat supermarkets in Kenya. In the current study of family owned supermarkets in Kericho County in Kenya, the management focused on formulated strategies and objectives to conquer competition in order to achieve positive performance.

Nader (2011) assessed the impact of innovation strategies on performance of small and medium enterprises in Saudi Arabia. To evaluate the impact of technological, financial, system and human resource innovations among small and medium enterprises in Riyadh (Saudi arabia), descriptive research design was used. In the study questionnaire was used in collecting primary data and secondary data was retrieved from financial and annual reports. In Kericho County in Kenya, study findings showed that the level of innovation in networking influence the efficiency of family owned supermarket. Financial status, quality skills and talents were considered by management to enable family owned supermarkets thrive and come up with new ideas. Gakure and Ngumi (2013) carried out research on the impact of innovation strategies on the profitability of insurance sectors in Kenya. Descriptive research design was used and population of 48 comprised Kenyan insurance companies. The techniques employed were descriptive and content analysis. Primary and secondary methods were used to collect data and analysed using descriptive statistics and content analysis. The results indicated that innovation strategies influenced firm's profit. The insurance firms in Kenya had attained over 10 years of improving on their capacity to earn and controlled costs through innovations e.g. use of agencies and mobile phone technology for promotion of products. In the current businesses field in Kericho, most Family owned supermarkets in Kericho County in Kenya use innovation to network for promotion, access many consumers and control cost of innovations and advertisement. Kajewski (2014) conducted research on innovations and recommendations for practices in Australia banking industry. The research used descriptive research design and secondary materials such as financial product reports and the reports from 38 different banks. It was discovered that throughout the years, banks had progressively invested in various technologies in an effort to improve financial access to their clientele. In Kericho County in Kenya, the study results showed that the number of transactions had gone up because of the innovations. Muasa (2014) researched on competitive advantage and the type of leadership strategy used by the Kenyan based supermarkets called Naivas. The results indicated that private sectors are changing the retail sectors through a competitive strategy. The findings showed that enhanced technology, focusing on clients and a good relationship with suppliers form the basis of an efficient cost leadership strategy. It was also established that the retail sector's senior staff should be undergoing training to keep pace with dynamic industry environmental factors. It was recommended that research should be carried out on cost leadership and differentiation. In majority of supermarkets in Kericho in Kenya, management ensures that all their employees are trained on the basics especially on matters concerning innovation in terms of networking and human resource capability.

Kajewski (2016) conducted research on innovations and recommendations for practices in Australia are banking industry. The research used descriptive design with the use of secondary materials such as financial product reports and the reports from different 38 banks. It was discovered that throughout the years, banks had progressively invested in various technologies in an effort to improve financial access to their clientele. In Kericho County in Kenya, the study portrays that the number of transactions has gone up because of the innovations. There is a positive correlation of supermarkets profitability and innovation. Greco, Grimaldi and Cricelli (2017) argue that in Europe, local , national and European public subsidies for company activities contribute to promotion of innovation and increasing the efficiency of innovation. It shows that excess of collaboration diminished the positive effect in the generation of the innovation. In the current study, promoting innovation in family owned supermarkets increased performance. Njau (2018) conducted a study to analyze the effect of strategic innovation on performance of firms in Kenya. It focused on technologies to assess strategic innovations and performance used at seven seas technologies. The research was conducted at Seven seas technologies in Nairobi in Kenya. The target population was 96 employees. The findings showed that the organization integrated various process innovations, product innovation and market innovations, which enhanced organizational performance. In the current study, market innovations positively enhanced performance of family owned supermarkets in terms of customer satisfaction. Tatiana, Luciano, Wesley, Alex and Claudimar (2019) conducted research on relationship between innovation and performance in private companies. The study focused on improving the competitiveness of enterprises. The results of the study showed that initiatives for developing innovations have enhanced the performance of private companies.To establish the effect of innovation on the performance of small and medium enterprises in Oman, Naser, Nor and Kamisah (2020) conducted a study using correlation research methodology. A quantitative approach was utilized to gather data from 268 respondents using self-administered questionnaire. The results showed a positive significant relationship between product innovation and business performance of small and medium enterprises in Oman. In relation with the study of family owned supermarket in Kericho county in Kenya, product innovation enhanced performance. Moureen, Bilha and Kifleyesus (2021) researched on the effects of product innovation on performance of printing small and medium enterprises in Kampala central district. The study conducted a census on a target population of 125 enterprises. The study established that product innovation such as digital printing positively affected performance. In the current study, product innovation significantly enhanced performance of family owned supermarkets.

IV. Methodology

Descriptive research design was used with a target population of 129. Stratified sampling method helped select a sample size of 97 respondents based on Kothari (2004) formula with a 95% confidence level. Data was collected using a questionnaire whose validity was determined and coefficient of reliability computed, Descriptive and inferential statistics were used to analyse data.

V. Results And Discussion

Table 1: Reliability

Variable	Number of Items	Cronbach Alpha
Cost Leadership Strategy	5	0.871
Differentiation Strategy	5	0.799
Focus Strategy	5	0.894
Average Cronbach Coefficient		0.855

Source: Field data(2021)

Cronbach alpha of 0.855 was obtained and since it is greater than 0.7, therefore, research instrument was reliable

Table 2: Cost Leadership Strategy and Performance of family owned Supermarkets

Cost leadership strategy	Mean	Std. Dev
Supermarket has embraced modern technology	3.11	0.691
The supermarket embraces minimal cost of operations to increase profit margin	3.05	0.728
The supermarket offers goods at cheaper prices	2.77	0.803
performance of family owned supermarkets is affected by cost leadership strategy	2.598	0.771

Source: Field data (2021)

Supermarkets have moderately embraced modern technology (mean of 3.11) though the variance was low (standard deviation of 0.091). Minimal cost of operations somewhat increase profit margin (mean of 3.05) which in turn did not vary much (standard deviation of 0.728). A commodity's price being cheap at supermarkets is unsatisfactory (mean of 2.77) with low variation (standard deviation of 0.771). Cost leadership is inadequate in determining performance of supermarkets (Mean of 2.598). Variation in performance due to cost was low (standard deviation of 0.771). Mohamed, Ndinya and Ogada (2019) investigated the link between performance and cost leadership strategy of Taita Taveta based medium-scaled mining businesses in Kenya. The findings indicated that cost leadership strategy results in improved productivity, increased production and reduced operational costs.

Table 2: Differentiation strategy and firm Performance of Family owned Supermarkets

Differentiation strategy	Mean	Standard deviation
The supermarket conducts promotions of products	2.51	0.788
Supermarket have a variety of products to increase the market share	2.99	0.901
Products are packaged depending on customer's needs hence attracting many customers	3.19	0.702
Differentiation strategy determines performance of family owned supermarkets	3.01	0.811

Source: Field data (2021)

Supermarkets have inadequate promotion of products (mean of 2.51) hence a low variance (standard deviation of 0.788). In addition, they do not have a variety of products to increase the market share (mean of 2.99) and therefore a low market share (standard deviation of 0.901). Packaging of products based on customer needs to attract many customers is satisfactory (mean of 3.19). Variance in attracting many customers was low (standard deviation of 0.702). Differentiation strategy just determines performance of family owned supermarkets (mean of 3.01) whose variation was low (0.811)

Adhiambo (2018) studied on the level at which pharmaceutical companies had adopted the differentiation strategy and the results showed an association between differentiation strategy and performance of an organization. Kusumadewi and Karyono, (2019) established that there was inadequate promotion of products by supermarkets. Mwazo, (2020) studied on packaging of products depending on customers' needs hence attracting some customers is just needs- based and attractive.

Table 3: Focus Strategy and Supermarket Performance Family owned Supermarkets

Focus strategy	Mean	Std. Dev
The supermarket has segmented the market	2.11	0.701
The supermarket has target customers	2.41	0.739
The supermarket targets specific geographical location	2.51	1.411
performance of family owned supermarkets is affected by focus strategy	3.44	0.820

Source: Field data (2021)

Supermarkets have very low market segmentation (mean of 2.11), a low variance (standard deviation of 0.701), low customer target (mean of 2.41) and low variation (standard deviation of 0.739). The specific geographical locations are inadequately targeted (mean of 2.51) though with little variation (standard deviation of 1.411). Focus strategy somewhat affects performance of supermarkets (mean of 3.44) whose variation is slightly low (Standard deviation of 0.820)

Oloo, (2019) found out that segmenting the market by Supermarkets is insufficient Regarding customers, supermarkets' target is below expectations. Korir, (2020) carried out research and established that focus strategy has some effect on performance of family owned supermarkets.

Table 4: Innovation Strategy and Performance Family owned Supermarkets

Innovation strategy	Mean	Std. Dev
The supermarket has networked to enhance efficiency	3.51	0.706
The supermarket embraces automation	3.04	0.667
The supermarket improves capacity among staff by use of technology	2.99	0.591

Source: Field data (2021)

Networks have moderately enhanced efficiency (mean of 3.51) though variation was low (standard deviation of 0.706). The embracing of automation by Supermarkets is satisfactory (mean of 3.04) but variance is low (standard deviation of 0.0667). Use of technology led to less improved capacity among staff (mean of 2.99) and a low variance (standard deviation of 0.591).Nader (2017) assessed the effect of innovation strategies on small and medium enterprises performance in Saudi Arabia. Kipkoech (2018) established that family owned supermarkets have networks to enhance efficiency. According to Muchiri and Kagiri, (2019), the supermarket embraced system of automation

Table 5: Analysis of coefficient of determinant using spss version

Model	R	R square	Adjusted r square	Std. Error of the estimate
1	.811[a]	.808	.822	1.13101

Predictors: (constant), cost leadership strategy, focus strategy, differentiation strategy and innovation strategy

Source: Field data (2020)

Independent variables, which are the four strategies, can explain 80.8% of changes in the performance. Other variables not n this study explain the 19.2% residual.

Table 6: Analysis of coefficient using spss version

	Unstandardized coefficient		Standardized coefficients	T	Sig.
Model	B	Std. Error	Beta		
(constant)	5.375	1.125		2.256	.000
Cost leadership strategy	.819	.044	.301	3.241	.000
Focus Strategy	.521	.015	.312	3.131	.000
Differentiation Strategy	.701	.054	.525	2.357	.000
Innovation Strategy	.621	.068	.422	3.021	.00

Dependent variable: Performance

Source: Field data(2021

Using cost leadership strategy, a unit increase in the strategy would lead variation of performance by 0.819 units holding all other variables constant. When one unit of focus strategy is used, performance of family owned supermarkets would increase by 0.521 units while it would increase by 0.701 when differentiation strategy is used. In each case other factors remain the same A unit change in innovation strategy leads to 0.621 units increase in performance, holding other factors constant. Marketing and managerial capability had moderately impact on the association between performance and competitive strategy after controlling some organisation-specific factors (Ng'eny, 2019). The outcome of the research showed that differentiation had a favourable impact on performance. Cost leadership did not have any significance impact on performance Chesula (2020).

CONTRIBUTIONS

The findings of the current study are crucial to leadership of the Kenyan supermarkets in strategic plans that improve the organisations performance. The management of these organisations would be the knowledgeable on the competitive tactics adopted to gain an advantage and improve performance. The results are relevant to Kenyan government and its agencies such as the ministry of Trade and industrialisation. The supermarkets significantly affect economic growth and development since it is the outlet for goods produced in other sectors such as manufacturing and processing. The government would be able to formulate and introduce appropriate policy framework aimed at improving their performance for economic growth. The results are beneficial to academia and researchers by providing empirical findings on the competitive strategies and performance.

VI. Conclusion

In conclusion, cost leadership, differentiation, focus and innovation strategies were adopted by the supermarkets, which in return affected performance. Family owned supermarkets should ensure prices are managed using cost leadership strategy. Enterprises need to segment markets and products to cater for various groups to maximize sales. The supermarkets need to differentiate goods to make them more competitive and easily identifiable in the market. The firms also need to embrace modern technology to promote efficiency and effectiveness.

Current study had an adjusted R^2 of 0.808. Cost leadership, differentiation, focus and innovation strategies contributed to 80.8 % variation in performance and a residual of 19.2% was due to other factors which can be explained through further study .

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