

Value Chain Management Practices On Performance Of Large Scale Retail Outlets, A Case Of Nakuru Town, Kenya

Solomon Kahiga

MBA Candidate, Department of Business Administration, Kenyatta University

Abstract: The main objective of this research study was to determine the effect of value chain Management practices on performance of selected large scale retail outlets in Nakuru Town. The specific objectives were to determine the effect of firm Supplier Relationship on Performance of selected Large Scale retail outlets in Nakuru Town, to evaluate the effect of Internal Value Chain activities on performance of large scale retail outlets in Nakuru Town and to investigate the effect of Customer Relationship on performance of large scale retail outlets in Nakuru Town. Resource Dependent Theory (RDT), Product Life Cycle Theory and theory of Postponement guided the study. Descriptive design is used because it helps the researcher to paint a picture with his own words. The population of the Study included 30 large retail outlets in Nakuru Town focusing on managers and one head from marketing, sales and procurement departments (See Appendix III). The total target population was 120 people. Questionnaires were distributed among the 120 large retail outlets. Census sampling method was used to select the entire target population as the sample size. Reliability was conducted to note and to remove possible errors. Quantitative data was analyzed using descriptive statistic (mean and standard deviation) and inferential statistics especially rear multiple regression. In finding out from the respondents on their rating on the implementation of the value chain activities in the firm, results were revealed that value chain activities have been fully implemented at the retails outlet improving on its performance. In finding the extent to which effective Human resources Management is practiced in the outlet, results were 67% for respondents who agreed that effective Human resources Management is practiced to a very high extent, 11% for high extent, 10% for moderate extent, 7% for low extent and 6% for very low extent. It was revealed that Human resources Management is greatly practiced at the retail outlet in order to improve on its performance. In finding the extent to which information technology has been applied in the outlet, results were 70% for respondents who agreed that information technology is practiced to a very high extent, 13% for moderate extent, 9% for high extent, and 8% for very low extent. It was revealed that information technology has been applied and used in the retail outlet linking all departments to exchange data in order to improve the performance of the retail outlet. In finding the extent to which respondents agree that their outlet maintains good supplier relationship, results were 53% for those who agreed to a great extent that their outlet maintains good supplier relationship, 32% for very great extent, 10% for no extent, 3% for small extent and 1% for very small extent. It was therefore revealed that the management ensures good supplier relationship is maintained as a way of maintaining effective value chain for better performance of the retail outlet. In finding if the retail outlet maintains a stable internal value chain activity, results were 61% for those who agreed to a very great extent that the retail outlet maintains a stable internal value chain activity, 29% for great extent, 7% for small extent and 3% for no extent. The results therefore revealed that, a stable internal value chain activity ensures retail activities run smoothly hence improving the performance.

Keywords: value chain Management practices and performance of selected large scale retail outlets

I. INTRODUCTION

BACKGROUND OF THE STUDY

Porter, (1985) states that value chain management is a chain of activities (processes or collections of processes) that an association does in order to initiate a significant thing. Businesses nowadays look into their practices that are performed to arrangement, make, advertise, convey, and

bolster its item. Esteem chain Management is the route toward dealing with the related assembling of activities that make an impetus by creating merchandise or on the other hand organizations from crucial unrefined product for buying by a buyer. Erick, (2016) argues that the fundamental goals of using value chain Management in a business is to organize correspondence and augmentation assistance between age attach people with the ultimate objective to reduce movement times, decrease inventories and addition customer

dependability. As buyer – Value relationship competition increases the challenges associated with producing an item and administration towards the opportune destination at the perfect moment with most minimal cost increments. Associations start to comprehend that it isn't adequate to upgrade efficiencies inside an affiliation, yet their whole esteem tie must be made aggressive. Value chain examination turns into an imperative instrument to gauge esteem making procedures of an organization. This examination gives accentuation on the effect of significant value chain Management on firm intensity. Esteem chain investigation was first recommended by (Michael Porter in 1987). As per his ion it alludes to how client esteem conveys through chain of exercises in the organization.

Porter emphasized that those exercises into basic activities and reinforce works out. The basic activities join inbound coordination's, undertakings, arrangements and organizations. The support activities consolidate acquisition, development progression, human resource Administration and firm foundation. Thus there ought to be esteem making forms from the starting of acquiring crude materials to the conclusion client. Antoniou, (1987) clarified that essential exercises speak to usefulness of the esteem chain, where as bolster exercises speak to the quality of the esteem chain. In arrange to outlive within the industry, the company needs to pick up competitive advantage by conveying client esteem. It tends to be done through regard chain Administration. Upper hand insinuates not what the adversaries do. It tends to be grabbed through by passing on what the customer needs.

STATEMENT OF THE PROBLEM

Supermarket need to ensure that consumer needs are met beyond expectation and with this the need to determine Value chain performance. Value chain performance is usually affected by value chain optimization (Schultz, 2007). As competitive efforts are put in place value chain management is key to ensuring Supermarkets goals are met. As much as value chain optimization affects Value chain performance, it is important that organizations seek to adopt measures that best suit them (Lapide, 2000). Large Manufacturing companies are focusing on becoming more efficient and effective in their manufacturing methods in order to meet market demand and handle uncertainties in the business environment.

The Nakuru private sector manufacturing is wide but is diminishing because of government's difference in arrangement; the accentuation is currently being given to privatization of the mechanical segment. These organizations are looked by high creation costs, high assessments, poor foundation and shoddy imports is very necessary that the management of Value chain becomes imperative to ensure that as the business environment is dynamic, the private sector especially the large manufacturing firms survive and prosper. Value chain management is important in this sector and so does this influence Value chain performance this leads to the research to determine value chain the executives practices embraced by these organizations and decide the harmony between worth chain the executives practices and Value chain execution among huge Supermarkets in Nakuru Town. Oduori, (2014) conducted a research that attempted to develop

the best value chain that can help firms realize their best value chain rehearses. They found that the best value chains influence key worth chain the executives, readiness, flexibility, and arrangement not just to make low expenses, yet additionally to boost the all out worth added to the client they further suggested that large Supermarkets should ensure consistency in performance across Value chain management aspects. The main focus was on strategic Value chain management and so their approach was lacking as it focused only on the need to maximize speed. Momanyi, (2016) observed that there ought to be a few sorts of Value chain execution measurements which incorporate adjusted methodology, vital, strategic, operational levels and monetary just as non-budgetary measures; and that Value chain execution could be estimated at different administration or task levels. This study was not conclusive as there was no clarity on most suitable measures or best combination of metrics used in an organization/Supermarket. Shepherd and Gunter (2005) highlighted the limitation of existing measurement systems for Supermarkets to include: encouraging short termism; lack of strategic focus; encouraging local optimization instead improve and failure to give sufficient data on what contenders is doing through benchmarking. These findings do not adequately give suitable solution to these limitations but instead only highlighted them. This study seeks to determine the effect of value chain Management practices on performance of selected large scale retail outlets in Nakuru Town.

OBJECTIVES OF THE STUDY

The specific objectives were to:

- ✓ To determine the effect of firm Supplier Relationship on Performance of selected Large Scale retail outlets in Nakuru Town.
- ✓ To evaluate the effect of Internal Value Chain activities on performance of large scale retail outlets in Nakuru Town.
- ✓ To investigate the effect of Customer Relationship on performance of large scale retail outlets in Nakuru Town.

RESEARCH HYPOTHESES

The Study seeks to test the following hypotheses:

- ✓ H₀₁ Supplier relationship has positive effect on organization performance
- ✓ H₀₂ Internal value chain activities have positive effect on organization performance
- ✓ H₀₃ Customer relationship has positive effect on organization performance

II. THEORETICAL PERSPECTIVE

RESOURCE DEPENDENT THEORY (RDT)

According to (Pfeffer & Salancik, 2001) (RDT), RDT concentrate on how performance of large retail outlets become reliant on value chain management practices for required intakes like such as products and materials and how

organizations can manage. The asymmetric interdependence that exists in these inter-firm connections is basic to decrease natural vulnerability for a few firms. As Esteem chain individuals work together closely, they regularly ended up more subordinate on each other in this way creating organizations, organizations together and cooperatives. Hence, Asset Subordinate Hypothesis (RDT) encompasses at all level of esteem within the Esteem chain setting. Presumptions amid this hypothesis include commitment to organization for mutual advantages, making conditions favorable to be depended on by your accomplices to make a grip of quality, believe inside the association bargain. Hence, from the point of best worth chains, conditions got to be acclimated deliver common restraint and believe, to not drive forceful abuse of one chain part by another.

In relation to Resource Dependent Theory, Porter, (2013) first suggested the value chain as depicting how a customer value along a chain of works out that incite a last result or organization. He depicted the regard chain as the interior methods or works out an organization performs to arrangement, make, promote, pass on and support its thing. Watchman's esteem chain is created for the most part for a thing or item fabricating organizations and spotlights on the additional esteem that every movement contributes inside a procedure. He isolated the exercises into two gatherings' essential exercises which are normally specifically engaged with the strategic item stream and the help exercises which manage more circuitous exercises. As demonstrated by Henry, (2010), manufacturing organizations make a motivating force by picking up unrefined materials and utilizing them to make something accommodating. Retailers join together a scope of things and display them in a way that's beneficial to clients, presently and after that maintained by organizations, for case, fitting rooms or person client admonishment.

THEORY OF POSTPONEMENT

The theory of postponement by Jim, (1999) is surely knew in the Esteem chain and assembling world. With arrangements that have a few variations, or that require customization, the procedure is intended to delay including variation highlights or customizations until the last conceivable minute. Normal sub-congregations might be worked to stock, however variations are worked to arrange and are gathered just before they dispatch (Min and Mentzer, 2014). Content creation in this time, where purchaser importance is a center standard, should use that equivalent deferment reasoning. The "new makers" on the bleeding edge of business advertising effort designers, bloggers, inside deals, presales, coordinate deals and channel accomplices ought to have the capacity to custom amass content similarly as it is required. They ought to have the capacity to do this consistently without devouring their day. To do this requires content that is pre-delivered in a particular design that foresees their clients' requirement for data. Modules must be overseen for simple access, determination and last get together Muendo, (2013). Similarly as deferment is composed into an esteem chain administration rehearses, it must be outlined into a substance generation process. Key to this is having a well thoroughly considered substance methodology including an

archived comprehension of purchaser personas, how they purchase, their issues, and key messages that guide to circumstance variations. A directing record, called Content Structures, characterizes what content modules are required and how they bolster extensive retail outlets esteem chain administration hones.

PRODUCT LIFE CYCLE THEORY

According to (Charles, 2000) the theory of product life cycle is based on the experience of the United States retail outlets in value chain management. Vernon himself found that a substantial extent of the world's new items originated from the US for the greater part of the twentieth century. The Unified States at the time was the initiator of the new mechanically determined results of the time. The theory suggests that immediately in a thing's life-cycle all of the parts and business related with that thing start from the domain in which it was envisioned. After the thing winds up grasped and used on the planet markets, regard chain organization well ordered moves from the motivation behind origin. In a couple of conditions, the thing transforms into a thing that is moved in by its exceptional country of the improvement. An ordinarily utilized case of this is the development, development and creation of the PC regarding the Assembled States. The hypothesis gives a discourse basing on five phases which incorporate esteem chain administration, development, development, immersion and declining. Under presentation, new items are acquainted with meet nearby/national needs, and new items are first sent out to comparable nations, nations with comparable requirements, inclinations, and wages (Charles, 2000). Concurring Charles presentation arrange is the place an item is conceptualized and first conveyed to advertise. The objective of any new item acquaintance is with address purchasers' issues with a quality item at the most reduced conceivable expense so as to restore the largest amount of benefit.

In the new item arrange, the item is created and devoured in the US; no fare exchange happens. In the developing item arrange, large scale manufacturing procedures are created and outside interest (in created nations) extends; the US presently sends out the item to other created nations. In the institutionalized item arrange, generation moves to creating nations, which at that point trade the item to created nations (Charles, 2007). The second stage, development is whereby a duplicate item is delivered somewhere else and presented in the nation of origin and somewhere else to catch development in the home market. This moves generation to different nations, more often than not based on expense of creation (Sameer and Krob, 2015).

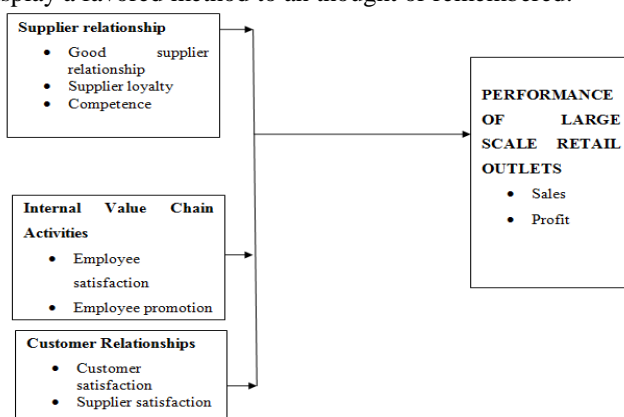
EMPIRICAL REVIEW

Muendo, (2013) researched on value chain analysis and competitiveness of suppliers in the retails business in Kenya seeking to study key competencies and capabilities that are attributed to the success of competitive value chain management. Otieno, (2010) researched on value chain management practices in retail business in Kenya, seeking to find out the activities that constitute the value chain and the

factors influencing value chain activities. The various studies conducted do not give an in-depth study of the strategic management of value chain activities adopted by the retail business industry, with an aim of improving on its performance. Basing on the above review the study bridges a knowledge gap in terms of the timing the research will be done compared to the previous researches, thus expanding the body of knowledge and foundation for further research.

CONCEPTUAL FRAMEWORK

A conceptual framework may method used to inquire about instrument planning to help an analyst to create mind fullness and comprehending of the circumstance beneath investigation and to pass the information. It is utilized in investigate to layout conceivable courses of activity or to display a favored method to an thought or remembered.



Source: author (2019)

Figure 2.1: Conceptual framework

RESEARCH DESIGN

Descriptive research decides and reports comes about the way they are and is purposed to create factual data almost angles of intrigued to arrangement producers and teachers (Mugenda & Mugenda, 2014). Descriptive research design is preferred for this study because the researcher painted a picture with his own words. This research design is found to be most appropriate because of data collection using questionnaire and secondary data (Mugenda, 2003).

A. TARGET POPULATION

The target population of the Study included 30 large retail outlets in Nakuru Town focusing on managers and one head from marketing, sales and procurement departments (See Appendix III). The total target population was 120 people. Since the sample population was manageable, the researcher adopted census method.

RESEARCH INSTRUMENTS

Data collection Instruments and procedures are defined as the device used to collect research data from respondents such as a paper questionnaire or computer assisted interviewing system. Questionnaires were distributed among the 120 large retail outlets. The close-ended questions game more structure

reaction to support substantial proposals. The open-finished inquiries gave extra data were not caught in the nearby finished inquiries. The Study likewise depended on essential information. Essential information was gathered utilizing semi organized survey that were directed by drop and pick methods and through E-mail. The questionnaires were in the form of Likert scale where respondents were required to indicate their views on a scale of 1 to 5. The likert scale reported how negatively or positively value chain Management practices affects the performance of large scale retail outlets in Nakuru Town. The questionnaire contained 2 sections: Section A included data on background information of the respondents; Section B included questions based on objectives.

VALIDITY

Basing on the research, in the event that such information is a genuine impression of the factors, at that point inductions dependent on such information was precise and significant. Confirming the validity, the researcher used content validity via supervisor help. Construct validity of the instrument was obtained through the development of the scales with the help of the supervisors at Kenyatta University. Validity was conducted in order on firm validity of the data to be collected.

RELIABILITY

Reliability is the measures of accuracy in the measurements an instrument provide (Grinnell, 1990). The researcher further noted that to expel potential mistakes, each instrument to be tried before it is officially controlled. To guarantee unwavering quality, the researcher did a pilot study. Questionnaires were distributed to the group after a two week period. The researcher then requested the respondents to mark out any unclear questions. Test re test was used to compare the results of the two tests. A similar study was conducted in the Neighboring Naivasha town to try and find out if the same results were to be received. To establish consistency, Cronbach reliability coefficient was used for this study because it helps to establish and show consistency of the responses from respondents. It was utilized to find out the unwavering quality of variables extricated from the Likert scale within the survey since it decides the inside consistency or normal relationship in overview instrument. The overall Cronbach alpha coefficient is above the threshold of 0.7. Reliability was conducted to note and to remove possible errors.

DATA COLLECTION PROCEDURE

Data collected was qualitative / quantitative. Qualitative data was done using content analysis and was presented using narratives. Quantitative data was analyzed using descriptive statistic (mean and standard deviation) and inferential statistics especially rear multiple regression.

DATA ANALYSIS AND PRESENTATION

Quantitative data was shown using tables and charts analysis. The regression model is presented below;

Where;

Y = performance of large scale retail outlets in Nakuru County (Dependent Variable)

X_1 = Supplier relationship

X_2 = Internal value chain activities

X_3 = Customer relationships

β_0 = Constant Term

$\beta_1, \beta_2, \beta_3$ = Beta coefficients

III. RESEARCH FINDINGS AND DISCUSSIONS

RESPONSE RATE

120 questionnaires were issued to the respondents of who were large retail outlets. From the 120 instruments issued, 90 were returned properly finished representing a reaction rate of 75%. All the 90 properly returned surveys were found to have been effectively filled. This was a high response rate and was respected valuable for the inspirations driving examination. This high response rate was practiced by the strategy for instrument association which was for this circumstance pro coordinated. Likewise the way that information is gathered from one point made it conceivable to accomplish the high reaction rate.

RATING ON VCA IMPLEMENTATION IN YOUR FIRM

The researcher needed to find the rating of VCM implementation in your firm. Results are shown below.

Rating on VCA implementation in your firm	Frequency of respondents	Percent	Cumulative Percent
Very small	11	12%	12%
Small	3	3%	15%
Moderate	1	1%	16%
Great	23	25%	42%
Very Great	52	58%	100%
Total	90	100%	

Table 4.1: Rating on VCA implementation in your firm

From table 4.4 above on respondents rating on the introduction of the VCA in the firm, findings were 58% for those that agreed to a very extent that implementation of value chain activities is practiced, 25% for great extent, 15% for small extent, 12% for very small extent and 1% for moderate extent. The results revealed that value chain activities have been fully implemented at the retails outlet improving on its performance.

EXTENT OF EFFECTIVENESS OF HRM IS PRACTICED IN THE OUTLET

The researcher sought to find needed to know the extent to which effective Human resources Management is practiced in the outlet. Results are shown and discussed below.

Extent of effectiveness of HRM	Frequency of respondents	Percent	Cumulative Percent
Very low extent	5	6%	6%
Low extent	6	7%	13%
Moderate	9	10%	23%
High extent	10	11%	34%
Very high extent	60	67%	100%
Total	90	100%	

Table 4.2: Extent of effectiveness of HRM

From table 4.5 above on the extent of effectiveness of HRM is practiced in the outlet, results were 67% for respondents who agreed to a very high extent, 11% for high extent, 10% for moderate extent, 7% for low extent and 6% for very low extent. It was revealed that Human resources Management is greatly practiced at the retail outlet in order to improve on its performance.

EXTENT OF IT BEING PRACTICED IN THE OUTLET

The researcher needed to find the extent of IT being practiced in the outlet. Results are shown and discussed below.

Extent of IT being practiced in the outlet	Frequency of respondents	Percent	Cumulative Percent
Very low extent	7	8%	8%
Low extent	0	0%	8%
Moderate	12	13%	21%
High extent	8	9%	30%
Very high extent	63	70%	100%
Total	90	100%	

Table 4.3: Extent of IT being practiced in the outlet

From table 4.6 above, results were 70% for respondents who agreed that information technology is practiced to a very high extent, 13% for moderate extent, 9% for high extent, and 8% for very low extent. It was revealed that information technology has been applied and used in the retail outlet linking all departments to exchange data so as to make performance of the retail outlet better.

REGRESSION MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.355 ^a	0.103	.041	1.042

Predictors : (constant), Information communication technology

a. Dependant variable: performance of large scale retail outlets

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.996	2	11.333	6.123	.207 ^b
Residual	9.012	45	1.609		
Total	10.008	47			

a. Dependent Variable: performance of selected large scale retail outlets

b. Predictors: (Constant), Information communication technology

Table 4.7

IV. CONCLUSIONS AND RECOMMENDATIONS

CONCLUSION

Value chain Management is a significant part of retail outlets to think about client intrigue, need and purchasing propensities, similar to, loathe and refocus its procedure to serve him better for better organization performance. In this case study practices in selected organized retail outlet is recognized client desire satisfaction retailers & retail outlets can hold the client relationship improve execution and both association and provider fulfillment. Retailers focus keeps clients record data appropriately keep up with assistance of input frames, Entry shapes, exchange history and acquiring record precisely kept up. The large retails firms in Nakuru County operate in a dynamic environment faced with highly competitive firms. In every sector there are two or more firms competing against each other. This results in adoption of relevant practice as is evident in the above research that affects the value chain performance the value chain management practices under consideration in the above research consisted of buying and supplier or buyer searching. These practices adopted by every sector should fit their scope of operation so as to be relevant in ensuring performance along the value chain and also in ensuring the creation of value along these supply chains. Majority firms' efforts are driven by profitability through increased sales from their operations. The VCM methods used by retail outlets have a great impact on SC performance. This research is evident that the VCM practices adopted by different organization affect the performance of the retail outlets.

RECOMMENDATIONS

To manage value chain management, the retail outlet should intensify centralization of common user items. The association ought to make an information base on provider exercises, for example, conveyance plans, grievances, quality administration forms. The acquisition administrators in association should expand the level of cooperation with providers. The association ought to include effectively furnishing providers with desires for how the interchanges and stream of items/administrations are to be given. The Retail outlets ought to send Cards event, for example, relational unions, Birthday, Anniversaries, celebrations.

Customers will have the assessments of stress over themselves by the retail outlets. Laborers of retail outlets should be set up to arrangement with the customers' protestations effectively and quickly respond. Agents of retail outlets should have satisfactory data about things open in stock. Today new development slants in business areas, retail outlets should use to workplaces like flexible based faithfulness programs, convenient application contraptions and WiFi. Retail outlets should endeavor to perform slip-up free organizations gave unimaginable organization. Retail outlet

should give information concerning extraordinary designs to conventional customers entirely phone SMS or email, who walking around the retail outlets every now and again. The retail outlets being one of the real supporters of Kenya's total national output necessitate that organization to try to stay focused. This necessitates firms received worth chain the executives practices most appropriate for their division of activity. They have to set up the worth chain execution estimates that best decide the fittingness of the practices embraced.

REFERENCES

- [1] Adner & Levinthal, (1985). A Study on Generational Theory and Behavioral Sciences 75, 102-111, 1987
- [2] Agarwal, & Audretsch, (2011). "Matching Client/Server Processing Architectures with Information Processing Requirements: A Contingency Model," Information and Management, pp. 267-274.
- [3] Antoniou et al. (1987). Cost dynamics: Scale and experience effects. Chapter 3. Strategic Market Planning. Englewood Cliffs, N.J.: Prentice-Hall.
- [4] Awino (1985). The American Economic Review, Vol. 62, No. 5. (Dec 1972), pp. 777-795.
- [5] Bullington, K. (1990). "Implementing the shareholder value approach", Journal of Business Strategy, Vol. 6, winter, pp. 48-58.
- [6] Capon (1987). A value chain approach to stakeholders' analysis and Management of tea trade in Kenya: Unpublished MBA project. University of Nairobi
- [7] Chandy, (2009). Measuring Organizational Performance: An Exploratory Study. A Dissertation Submitted to the Graduate Faculty of The University of Georgia.
- [8] Charles, (2000). Customer Value Analysis in a Heterogeneous Market. Strategic Management Journal, 22 (9), 845-857.
- [9] Cook, (2011). The new Palgrave dictionary of economics (2nd ed.). Basingstoke, Hampshire New York: Palgrave Macmillan.
- [10] De Toni, (2009). Strategic Management Journal, Volume 5, Issue 3 (Jul. - Sep., 1984), 265-273
- [11] Doneland and Kaplan (2014). The Organization of Buyer-Driven Global Commodity Chains: How US Retailers Shape Overseas Production Networks',
- [12] Engelseth, (1985). Implementing value strategy through the value chain ", Management Decision.
- [13] Fitzsimmons, (2014). Strategic Management: Competitiveness and globalization. Mason, US: Thomson South Western
- [14] Froehlich and Westbrook, (2003). "Can the Corporation Survive?" Financial Analysts Journal (January-February).
- [15] Gereffi and Korzeniewicz (2014). A Handbook for Value Chain Research. Working Paper Prepared for the IDRC, Brighton, UK, Institute for Development Studies.
- [16] Gonzalez & Jose (1987), Concepts, applications, and extensions of value chain analysis to livestock systems in developing countries. International Association of Agricultural Economists Conference

- [17] Hardacre & Collins, (1987). Application of Hines Value Chain Model by Kenya Medical Supplies Agency. Unpublished MBA Project, School of Business, University of Nairobi.
- [18] IMS International Journal, Vol.34, pp.1-30.
- [19] Jim, (1999). Theory of postponement. International Journal of Business and Public Management Vol. 1(1): 10-16
- [20] Kaplan and Norton, (1985). Measuring performance in entrepreneurship research. Journal of Business Research 36(1): 15-23.
- [21] Klepper, (2009). The Value chain Management: A survey of practices of large Manufacturing firms in Kenya. Unpublished MBA Project, University of Nairobi
- [22] Lado, (2011). Supply Chain Management, Kenan-Flagler Business School University of North Carolina, Chapel Hill, NC-27599
- [23] Marete (1987). The value chain and competitive advantage in the corporate Banking industry in Kenya .A case of Citibank Kenya: Unpublished MBA project. University of Nairobi
- [24] McCormack, D. (2011). A value Management approach to strategy. Published in European Management Journal, Vol. 24, Issue 2.
- [25] Michael Porter in (1987). Performance measurement and Value Based Management. in: Focus magazine for the performance Management professional, Issue No. 2 - Jan.
- [26] Min & Mentzer JT. (2014). Process Innovation, Reengineering Work through Information Technology. Harvard Business School Press.
- [27] Muckstadt & Sapra (1987). From Value Chain to Value Network: Insights for Mobile Operators, Published in European Management Journal, Vol. 24, Issue 2.
- [28] Muendo, (1987). Global parents, local partners, A value-chain analysis of collaborative strategies of media firms in India, Journal of Media Economics, Vol. 14, No. 3, p. 169-187.
- [29] Muendo, M, (1987). Process Innovation, Reengineering Work through Information Technology. Harvard Business School Press, 1987.
- [30] Nikov, (1988). From Value Chain to Value Network: Insights for Mobile Operators, Published in European Management Journal, Vol. 24, Issue 2.
- [31] Olhager, (1985). The New Strategic Management: Organizations, competition and competence, John Wiley & Sons.
- [32] Onawumi, (1987). Competitive Advantage: Creating and Sustaining Superior Performance. New York. NY The Free Press, p. 3.
- [33] Otieno, (1987). The Foundations of Successful Strategy Implementation: Overcoming the obstacles, Global Business Review, 6 (2), 293-302.
- [34] Pai & Tu (2011). "Planning for value in the mining value chain", The Journal of The South African Institute of Mining and Metallurgy, March/April, pp.61-68.
- [35] Pfeffer & Salancik, (1988). "A Study on Value Chain Management Practices of Fresh Fish: An Empirical Study of Coastal Andhra Pradesh Marine Fisheries", IOSR Journal of Business and Management (IOSR-JBM), pp.80-90.
- [36] Porter, (1987). "A Model of Value Chain Management Based on Customer Relationship Management", Journal on Innovation and Sustainability, Vol.2, No.3, pp.17-21.
- [37] Porter, (1990). "The educational value chain as a modelling tool in reengineering efforts", Proceedings of the 2014 international Symposium on information and Communication Technologies, ACM International Conference Proceedings Series, Vol.90, No.1, pp.122-127.
- [38] Richard, (2009). Translating strategy into effective implementation: Dispelling the myths and highlighting what works. Strategy and leadership. Vol. 31 (3), p. 27-34.
- [39] Sahal, (2011). Achieving sustainable development through value chains", International Journal of Managing Value and Supply Chains (IJMVSC), Vol.4, No.2, June 1987, pp.39-46.
- [40] Sameer & Krob, (1990). "Knowledge Value chain", Journal of Management Development, Vol.19, No.9, pp.783-793.
- [41] Schniederjans, (1985). "Sustainable value chain analysis – a case Study of Oxford Landing from 'vine to dine' ", Supply Chain Management: An International Journal, Vol.17, No.1, pp.68-77.
- [42] Schwarz, (1987). A Proposed Framework for Service Trade Mode Selection: The Value Chain and Value Co-creation Perspectives", The Economic Geography of Globalization, Prof. Piotr Pachura (Ed.), ISBN: 978-953-307-502-0, InTech.
- [43] Shank & Govindarajan (1987). "Sustainable value chain analysis – a case Study of Oxford Landing from 'vine to dine' ", Supply Chain Management: An International Journal, Vol.17, No.1, pp.68-77.
- [44] Siggelkow, (2011). "Interventional Roadmap for Digital Enablement Leading to Effective Value-chain Management in the Manufacturing Sector", Global Business Review, Vol. 6, No. 2, pp.207-229.
- [45] Siriporn, (1990). "Value Chain for Services - A new dimension of Porter's Value Chain". The
- [46] Tan, (1985). "Value Chain for Strategic Management Accounting in Higher Education", International Journal of Business and Management, Vol.6, No.11, pp.206-218.
- [47] Tanwari, (2009). "Value chain and technical efficiency: an empirical analysis in the Eastern European industrial firms", International Journal of Value Chain Management, Vol.6, No.3, pp.187-215.
- [48] Utterback, (1985). Global parents, local partners, A value-chain analysis of collaborative strategies of media firms in India, Journal of Media Economics, Vol. 14, No. 3, p. 169-187.
- [49] Val, (1990). Competitive Advantage: Creating and Sustaining Superior Performance. USA, New York Free Press.
- [50] Walters & Lancaster (2009). An introduction to Management Research, 2nd Ed.
- [51] White, (2014). The challenge of value addition in the seafood value chain along the Kenyan north coast, International Journal of Business and Public Management Vol. 2(2): 51-56

[52] Wilgus, (2011). Introduction to Research and Research Methods, School of Management, University of Bradford July 2007. Otto
[53] Winter, (1990). Does supply chain Management really pay? Six perspectives to measure the performance of managing a supply chain. Eur J Oper Res 144:306–320

[54] Yusuf, (2003). Competitive Advantage: Creating and Sustaining Superior Performance. 1st Edition., Free Press, New York.

IJIRAS