

**ANALYSIS OF VALUE INNOVATION STRATEGIES ON PERFORMANCE OF  
LOGISTICS COMPANIES IN MOMBASA COUNTY KENYA.**

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## DECLARATION AND APPROVAL

### Declaration

This research is my original work and has not been presented for any academic award in any institution.

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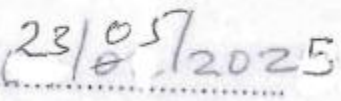
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### Approval

This project is being submitted for examination with our approval as University supervisors

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## DEDICATION

I would like to dedicate this study to my wife Judith, sons Gerald, Cecil and Raymond.



## ACKNOWLEDGEMENT

First and foremost, I want to thank God Almighty for giving me the ability to think and write. Without His help, I could not have progressed this far. Secondly, I would want to express my gratitude to my supervisor, Dr. Erastus Thoronjo, for his guidance, steadfast support, constructive criticism, and direction that have helped me reach this stage. Thirdly, I would also like to thank my family for their unwavering encouragement and support during this entire process.



Mount Kenya University

## ABSTRACT

The impact of value innovation approaches on organizational performance was investigated in this study by looking at a sample of logistic service providers in Mombasa County, Kenya. The researcher in the first chapter introduced the background of this statement, and the logical problem statement to introduce the research objectives which were to determine effect of process value innovation strategies, product or service value innovation strategies, technological value innovation and customer value innovation strategies on organizational performance in terms of quality, market share, cost leadership and customer satisfaction on logistic companies in Mombasa County. A review of theoretical framework was done to inform on related studies and theories around the topic to capture key contributions. A mixed approach of quantitative and qualitative research was used. The target population was 1000 respondents drawn from 511 logistic companies based in Mombasa County, Kenya. A sample size of 10% of the population representing 100 respondents was selected through simple random sampling method from the logistics companies. The study used a correlational research design which allowed the researcher to collect data through questionnaire containing both structured and unstructured questions. A pilot study was conducted to test the feasibility and validity of the various methods and techniques that have been chosen to undertake the study. A reliability test was further conducted to gauge how consistently accurate the research tools are. A validity test was equally conducted to determine how accurately the results of the data analysis reflect the research issue under consideration. Descriptive statistics such as percentages, mean scores, and standard deviation, as well as inferential methods like regression analysis, was used to examine the data. Notably, for ease of understanding, the study's results were displayed in tables for ease of comprehension. The study established that value innovation strategies that include process, product/service, technological, and customer value innovations, significantly enhance organizational performance by improving quality, market share, cost leadership, and customer satisfaction. The results imply that logistics companies in Mombasa need to prioritize continuous innovation to maintain competitive advantage and operational efficiency. Future research should explore the role of leadership in fostering innovation to enhance a firm's sustainability and adaptation in rapidly changing markets. Customer value has the highest internal consistency, according to the analysis of internal consistency using Cronbach's Alpha. Significant variations in dependability across many value aspects were found using ANOVA analysis. While technical integration has to be improved to better meet operational objectives, customer-focused value initiatives are essential for enhancing logistics firm success. Logistics managers may learn from the data how crucial it is to implement value innovation tactics to maximize service quality, raise customer happiness, and boost overall performance. The report emphasizes how technology integration has to be improved in order to meet operational objectives. The success of logistics companies is positively correlated with value innovation methods, indicating that more investments in technology, services, procedures, and customer interaction result in improved performance outcomes.

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## LIST OF ABBREVIATIONS AND ACRONYMS

AI:	Artificial intelligence
ANOVA:	Analysis of variance
BOS:	Blue Ocean Strategy
CNN:	Cable News Network
DART:	Dialogue, Access, Risk, Transparency
FAF:	Four Actions Framework
GDP:	Gross Domestic Product
KIFWA:	Kenya International Freight and warehousing association
LIFT:	Logistics Innovation for Trade
MTN:	Mobile Telephone Network
NACOSTI	National Commission for Science, Technology & Innovation
RBV:	Resource Based View
ROI:	Return on Investment
SAP:	System Application Product
SMART:	Specific, Measurable, Achievable, Reliable, Time bound.
SPSS:	Statistical package for social science
TQM:	Total Quality Management
VRIN:	Valuable, rare, imitable and non-substitutable

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

This chapter describes the development of the study and further examines the impact of value innovation on organizational success in terms of the global, regional, and local environment, offering other viewpoints and earlier research on the topic. The chapter also provide description of the elements of organization performance in focus in terms of quality, cost leadership, market share as well as customer satisfaction. This chapter also looks into the problem statement under study, define the objectives, the scope and significance of the study as well as the study assumptions, limitations and delimitations.

### 1.1 Background to the Study

The global logistics sector has experienced substantial global changes that are fueled by digitalization, innovation, and the demand for sustainable methods. Rachinger et al. (2019) aver that the introduction of digital technologies has transformed logistics and supply chain management thus empowering organizations to optimize productivity, decrease expenses, and promote customer satisfaction. Hinings et al. (2018) notes that the global transition to digitalization has resulted in incorporation of cutting-edge technologies like blockchain, Internet of Things (IoT), and artificial intelligence (AI). These tools have had a substantial influence on operational processes and strategic decision-making (Hinings et al., 2018). Consequently, logistics businesses are now able to optimize operations, improve the transparency of the supply chain, and promote cooperation among many stakeholders (Al-Odeh & Smallwood, 2022).

The concept of value innovation has become essential in the logistics sector given that organizations endeavor to generate and seize value through creative methodologies. This entails enhancing operational efficiencies and providing exceptional value to customers and stakeholders (Cerqueira-Streit, et al., 2021). The emphasis on value innovation has resulted in the creation of novel business models and the incorporation of sustainable practices, hence enhancing the overall competitiveness of logistics companies in the global market (Minerbo & Brito, 2021).

Logistics companies are implementing value innovation strategies in developed economies like the US, Germany, and Japan by integrating cutting-edge technologies (such as blockchain, automation, and artificial intelligence), optimizing supply chain operations, and concentrating on providing superior customer value. These tactics have reduced costs, enhanced responsiveness to market needs, and improved service efficiency (Christopher, 2016). In a similar vein, logistics companies in developing nations like China and India are using customer-centric models, green logistics, and digital transformation to be competitive in a time of global supply chain upheaval.

The logistics business in Africa encounters distinct challenges and opportunities. As such, the continent's economic expansion and expanding urbanization have pushed the demand for efficient logistics services. However, Guarneri et al. (2022) argue that infrastructural shortcomings, regulatory impediments, and fragmented supply chains pose considerable challenges to effective logistics management. Despite these challenges, there is a growing realization of the potential for digitalization and value creation to improve the logistics business in Africa (Lampe, 2017). The introduction of digital technologies, such as mobile platforms and e-commerce, has already begun to improve logistical operations and enhance market access (Howard et al., 2019).

Sustainable supply chain management is gaining traction in Africa given that emphasis is on environmental sustainability and social responsibility. Rossi et al. (2020) aver that organizations are increasingly focusing efforts on sustainable practices to reduce carbon footprints, optimize resource consumption, and enhance resilience against shocks. The integration of circular economy principles into logistics operations is also being researched, promoting the reuse and recycling of materials to achieve sustainable growth (Mukherjee et al. 2020).

East Africa has witnessed considerable developments in its logistics sector. Gaudenzi et al. (2016) find that countries such as Kenya, Tanzania, and Uganda are spending extensively in infrastructure development, including roads, ports, and railways, to support efficient logistics and trade. The region's important location as a gateway to landlocked countries in Africa highlights the significance of an efficient logistics infrastructure for economic development and regional integration. The East African logistics industry is equally seeing a move towards digitalization marked with greater adoption of technology such as GPS tracking, automated warehousing, and online freight platforms (Mentzer et al., 2008). These improvements are strengthening supply chain visibility, lowering transit times, and improving customer service. In addition, the establishment of regional trade agreements and harmonized rules is promoting a more suitable environment for cross-border logistics operations (Chopra & Sodhi, 2022).

The logistics sector plays a crucial role in the economy in Kenyan economy as it aids trade and commerce. The country's strategic position as a regional center for East Africa makes it a critical player in the logistics business. Significant investments in infrastructure projects such as the Standard Gauge Railway (SGR) and the extension of the Mombasa Port have been made to increase logistics efficiency and connectivity (Mukherjee et al., 2020). Notably, digital transformation is fast gaining speed and is marked with the adoption of digital solutions including

electronic freight tracking systems and digital payment platforms boosting transparency and operational efficiency (Hinings et al, 2018). Further, the advent of e-commerce has stimulated demand for efficient last-mile delivery services, driving logistics companies to innovate and adapt to shifting market dynamics (Howard et al., 2019).

There remains a significant need to investigate value innovation techniques despite the development witnessed in the Kenyan logistics industry. As such, understanding how to create and capture value through innovative techniques can considerably boost the competitiveness of logistics organizations (Mukherjee et al., 2020). This research sought to uncover effective value innovation strategies that can be applied to solve existing challenges, optimize resources, and sustain growth. Thus, logistics companies in Kenya can improve their service offerings, cut costs, and contribute to sustainable economic development, ultimately increasing their position in the global market if they concentrate on creating or bolstering their value innovation strategies. The purpose of this study is to evaluate the influence of the value innovation strategies used by Mombasa County logistic enterprises on their organizational performance in terms of cost effectiveness and efficiency.

### **1.1.1 Value Innovation Strategies**

According to Kim and Mauborgne (2015), value innovation is a strategy approach that aims to increase value for the firm and its clients by generating new demand in an uncontested market sector. By seeking difference and low cost at the same time, value innovation seeks to make the competition obsolete, in contrast to traditional competitive strategies that center on outperforming rivals. In the logistics sector, where businesses must continuously innovate to keep ahead of

changing technical environments and dynamic market expectations, this strategic rationale has grown in significance.

Value innovation tactics may take many different shapes in the logistics industry. These include technology developments, process and service/product innovations, and customer-centric strategies that promote productivity, responsiveness, and value generation. According to Richey et al. (2020), each of these strategic areas has a distinct contribution to improving logistics performance, especially when it comes to cost-effectiveness, customer happiness, and operational agility.

#### **1.1.1.1 Process Value Innovation**

Redesigning and optimizing operational processes to get rid of inefficiencies and provide better value at lower costs is known as process value innovation. In logistics, this might include automating warehouse management procedures, implementing just-in-time inventory systems, cutting handling times, and optimizing transportation routes. Such advances have the potential to drastically cut lead times, increase delivery accuracy, and save operational costs (Govindan et al., 2021).

Additionally, technology like predictive analytics, robotic process automation (RPA), and enterprise resource planning (ERP) systems frequently make process innovation possible. Logistics companies may reduce waste, better manage resources, and predict demand trends with the use of these solutions (Christopher, 2016). Overall competitiveness and client satisfaction are increased when streamlined procedures enable the provision of quicker and more dependable services.

### **1.1.1.2 Innovation in Product/ Service Value**

Value innovation may be accomplished by improving or redesigning the primary logistical service offering in addition to process modifications. Offering novel delivery options (such same-day delivery), flexible payment plans, or packaged services catered to particular customer requirements are examples of product or service innovation. As part of their product-service mix, logistics businesses are increasingly providing value-added services such order fulfillment, returns management, and real-time tracking (Wieland, 2021).

Exceeding client expectations while keeping costs under control is the aim of service value innovation. Businesses may stand out in crowded marketplaces by pinpointing customer journey pain points and adjusting service delivery methods accordingly. Innovative service delivery is becoming a crucial differentiator in logistics, particularly with the growth of e-commerce and the rising need for individualized, responsive logistics services, claim Bocken et al. (2019).

### **1.1.1.3 Technological Value innovation**

Innovation in technology is essential to the transformation of logistical operations. By improving transparency, security, and real-time decision-making, digital technologies like blockchain, IoT, AI, and machine learning have drastically changed the logistics scene. To improve dependability and consumer confidence, IoT-enabled sensors, for example, can offer real-time information on cargo conditions, routes, and delivery timeframes (Al-Odeh & Smallwood, 2022).

When it comes to international freight and customs clearance, blockchain, on the other hand, guarantees data integrity and expedites paperwork procedures. According to Hinings et al. (2018), artificial intelligence is being utilized to automate customer support questions, forecast delivery delays, and enhance route planning. Logistics companies can now operate at scale thanks to these technologies, which also increase productivity and decrease human error.

Automation in fleet management and warehousing systems that optimize fuel use, loading patterns, and vehicle maintenance schedules is another example of technological advancement. These technologies have the potential to significantly reduce costs and enhance service performance when properly applied (Rachinger et al., 2019).

#### **1.1.1.4 Customer Value Innovation**

Logistics firms must innovate around client preferences, habits, and feedback in a market that is driven by customers. Designing services that closely match consumer expectations in terms of dependability, communication, speed, and flexibility is known as customer value innovation. Businesses that prioritize enhancing the customer experience stand a better chance of gaining recommendations, retaining customers, and securing loyalty (Cerqueira-Streit et al., 2021).

The creation of user-friendly digital platforms, round-the-clock customer support interfaces, loyalty programs, and delivery choice customization are some strategies in this area. Data analytics is also being used by logistics companies to predict client wants and customize services (Richey et al., 2020). In last-mile delivery services, where ease and speed have a significant impact on consumer choices, customer value innovation is especially important.

#### **1.1.1.5 Green and Sustainable Innovation**

Logistics firms are now using sustainable value innovation methods as a result of growing awareness of their social and environmental obligations. This entails switching to low-emission automobiles, streamlining transportation systems to consume less fuel, and implementing circular logistics techniques that encourage reuse and recycling (Rossi et al., 2020). Such actions not only

enhance environmental results but also help companies comply with legal mandates and customer demands for environmentally friendly offerings.

Long-term resilience, risk mitigation, and a favorable brand image are all bolstered by sustainable value innovation. Additionally, it is in line with national objectives like Kenya's Vision 2030 and international frameworks like the Sustainable Growth Goals (SDGs), which place an emphasis on industrial efficiency and sustainable economic growth.

### **1.1.2 Organization Performance**

How well an organization meets its goals and objectives in terms of productivity, profitability, customer satisfaction, efficiency, and competitiveness is referred to as organizational performance. Key measures including delivery speed, service dependability, inventory turnover, operational expenses, and customer satisfaction are frequently used to gauge success in the logistics industry (Neely, 2005). Performance also includes the organization's ability to harness technology advancements, adjust to shifting market situations, and uphold sustainability. Accordingly, organizational performance is a multifaceted concept that encompasses both non-financial and financial results that are necessary for sustained success (Kaplan & Norton, 1996). Operational effectiveness, service innovation, and customer response all have a significant impact on organizational success for logistics organizations. Businesses are more likely to see an improvement in performance results when they use value innovation techniques, such as digital transformation, customer-centric approaches, and simplified procedures (Christopher, 2016). Businesses can improve their market standing when they can cut expenses while improving service delivery. Additionally, businesses that make investments in cutting-edge technologies like automation, big data analytics, and the Internet of Things have seen notable gains in supply chain

coordination, customer satisfaction, and real-time decision-making—all of which lead to higher performance metrics (Richey et al., 2020).

Logistics companies are essential to the facilitation of both internal and regional commerce in Kenya, especially in Mombasa County. These businesses must contend with issues such as a lack of infrastructure, regulatory red tape, and shifting consumer demands. Local logistics companies must use strategic strategies that foster agility, efficiency, and innovation in order to improve organizational performance. These firms may overcome structural constraints and discover new sources of value by using value innovation techniques. Businesses that match their operational strategies to client demands and technology advancements have a higher chance of achieving long-term success, claims Kiiru and Memba (2018). Therefore, this study highlights the necessity of investigating the effects of certain value innovation tactics—like process enhancement, customer involvement, and technology adoption—on the general performance of logistics firms in Mombasa County.

### **1.1.3 Logistic Companies in Mombasa County**

The Port of Mombasa, the biggest and busiest port in the area, is the main reason why Mombasa County is an important logistical hub in East Africa. Trade between Kenya and its surrounding landlocked nations, including Uganda, Rwanda, Burundi, and the Democratic Republic of the Congo, is facilitated by this advantageous location. The port's facilities and capacity have been crucial in establishing Mombasa as a regional trade hub.

A wide range of businesses providing services from freight forwarding and customs clearance to warehousing and transportation define Mombasa's logistics scene. Among the notable businesses in the area are:

1. **Bolloré Africa Logistics Kenya:** A major player in freight forwarding and logistics services.
2. **Signon Freight Ltd:** Offers comprehensive logistics solutions, including cargo handling and warehousing.
3. **Mitchell Cotts Freight Kenya Ltd:** Specializes in integrated logistics and supply chain management.
4. **Perseus Forwarders:** Provides transport, customs, and project freight forwarding services across East Africa.
5. **Allports Shipping Services Ltd:** Engages in shipping and logistics services within Mombasa.

By taking advantage of Mombasa's advantageous location and infrastructure, these businesses greatly enhance the efficacy and efficiency of the regional supply chain.

Logistics companies are widely distributed, but the industry still faces obstacles that affect how well organizations perform. Dynamic capabilities, especially managerial and marketing competencies, have a positive and significant impact on performance outcomes, according to a study that looked at logistics companies in Mombasa County. In order to stay competitive in a market that is changing quickly, the study underlined the necessity for businesses to create and put into practice strategies that improve these capabilities.

Furthermore, ongoing investments in technology and innovation are required due to the growing demand for effective logistics services. Businesses are urged to use digital solutions in order to cut expenses, enhance customer service, and streamline operations. Logistics companies in

Mombasa must adopt these innovations if they want to stay competitive and help the region's larger economic development objectives.

## **1.2 Statement of Research Problem**

In a global market that is becoming more and more dynamic, value innovation has become a crucial strategic approach for businesses looking to preserve their competitive edge. Organizations can rethink their processes, technologies, and customer value propositions through value innovation, which is defined as the pursuit of differentiation and low cost to open up new market spaces and create new demand (Kim & Mauborgne, 2015). Even though value innovation is becoming more and more relevant worldwide, little empirical research has been done on how Kenyan logistics companies—especially those in Mombasa County—have implemented value innovation strategies and how these strategies affect their organizational performance.

Kenya's logistics sector supports industrialization, job creation, and regional trade, making it a vital component of the country's economic growth. The Port of Mombasa is a major logistics hub for East and Central Africa, handling over 35 million tons of cargo in 2022, according to the Kenya Ports Authority (KPA, 2023). However, the sector's competitiveness and service delivery are still impacted by inefficiencies, infrastructure limitations, and a lack of technological adoption. Although the Kenya Transport and Logistics Network (KTLN) has highlighted the need for increased innovation, integration, and digital transformation among logistics players, there is still inconsistency in the way these recommendations are being implemented (KTLN Strategic Plan, 2022–2027).

The application of value innovation in industries like manufacturing (Gachora, 2020), banking (Maina & Namusonge, 2018), and hospitality (Hajar et al., 2021) has been thoroughly discussed

in the literature yet there is a noticeable void regarding its use in Mombasa logistics companies. Additionally, prior research rarely takes into account local data, ignores sector-specific regulatory environments that have a unique influence on innovation strategies, and disregards firm-level constraints. There is disagreement over how logistics companies in developing nations can methodically adopt value innovation in the face of policy and infrastructure constraints, despite Mukherjee et al. (2020) arguing that companies that do not embrace innovation run the risk of becoming stagnant and obsolete.

According to a regulatory audit conducted by the Shippers Council of Eastern Africa (SCEA, 2022) and the Kenya Revenue Authority (KRA, 2021), delays, disjointed systems, and a lack of use of digital tools cause more than 60% of logistics companies in the region to operate below capacity. These issues could be resolved by creative approaches. However, the lack of contextualized research and useful frameworks has made it difficult to translate innovation policy into firm-level action.

Thus, the underuse of value innovation strategies in logistics companies and the lack of scholarly research into how these strategies affect performance in Kenya's logistics context are both contributing factors to the issue. Businesses lack a roadmap for successfully integrating value innovation in the absence of sector-specific data. By examining the impact of value innovation strategies—more especially, process, product/service, technological, and customer value—on the organizational performance of logistics companies in Mombasa County, this study seeks to close that gap. The results will close a large research gap and provide useful information to assist businesses in coordinating innovation with increased competitiveness, customer satisfaction, and operational efficiency.

### **1.3 Purpose of the Study**

The study's primary goal was to evaluate value innovation strategies by logistics companies in Mombasa County and assess the impact these strategies have on organization's performance.

### **1.4 Objectives of the Study**

The following objectives were accomplished with the help of this study.

- i. To specifically establish the extent to which process value innovation strategies affect quality performance of logistic companies in Mombasa.
- ii. To quantitatively ascertain and establish the extent to which product and or service value innovation strategies affect market share performance of logistic companies in Mombasa.
- iii. To measure and establish to what extent to which technological value innovation strategies affect cost effectiveness performance of logistic companies in Mombasa.
- iv. To measure and establish to what extent customer value innovation strategies affect customer satisfaction of logistic companies in Mombasa.

### **1.5 Research Questions**

The study attempted to fill research gaps by investigating the following research questions.

- i. What is the extent to which process value innovation strategies affect quality performance of logistic companies in Mombasa?
- ii. What is the extent to which product and or service value innovation strategies market share performance of logistic companies in Mombasa?
- iii. What is the extent to which technological value innovation strategies affect cost effectiveness performance of logistic companies in Mombasa?

- v. What is the extent to which customer value innovation strategies affect customer satisfaction of logistic companies in Mombasa?

### **1.6 Significance of the Study**

The results of the study add to the body of information regarding the effects of value innovation and assist other firms in developing value innovation strategies that can provide them a competitive advantage. The study therefore covered the theoretical gaps of previous studies and present a theoretical base to update the existing frameworks and approaches. The companies under investigation are able to make strategic decisions to capitalize on the gains once research findings identify the impact of value innovation on organizational performance, which is predicted to produce a higher return on investment. Other firms in a similar field would likewise use the study results to boost performance. They can be able to grow the sector and become more competitive as a result.

This study's findings were expected to benefit logistics enterprises in Mombasa County by providing practical insights into the impact of value innovation strategies in increasing business performance. As such, the study provides these businesses with the skills they need to compete in a changing market by identifying critical tactics that drive operational efficiency and profitability. Moreover, the findings were expected to be a great resource for policymakers as they establish regulations to promote innovation in the logistics sector. On a broader level, the study can be used to contribute to the academic discourse on innovation, specifically its impact on company success in emerging nations, thereby filling knowledge gaps in this area.

## **1.7 Scope of the Study**

The studies were limited to evaluation of value innovation techniques used by logistic companies operating in Mombasa County and determining how much of an impact they have on their overall performance. This is because majority of major logistic companies have operational base in Mombasa Kenya. The study was conducted in the first quarter of year 2025 after obtaining the approvals and research permit from NACOSTI. The study was also grounded in the theories of Resource Based Theory, Management by Objectives, and Michael Porter's Theory of Competitive Advantage. Markedly, the study was anchored on innovation theories that include the Blue Ocean Strategy and the Innovator's Dilemma. These theories are uniquely applicable to value innovation and can assist link the factors of value innovation strategies to performance outcomes, offering a full understanding of how innovation impacts logistics operations in Mombasa. This is an academic study that evaluates the adoption of value innovation strategies by the chosen businesses in Mombasa County and assess the impact these strategies have on organizational performance.

## **1.8 Limitations of the Study**

The study encountered limitations on getting participants to complete surveys promptly and accurately. The researcher also anticipated some questions to be left by respondents citing lack of time among other reasons. In addition, the researcher expected some respondents to be conservative in their responses for fear of breach of confidentiality when they share most guarded business strategies which are their main weapon against their competitors hence negatively impacting on them. The respondents also needed some time to fully comprehend and apply the idea of value innovation to their companies' strategic orientation because it is a relatively new and possibly poorly known term. The researcher also established that some respondents may not provide accurate information either deliberately or otherwise.

## 1.9 Delimitations of the Study

The researcher sought to guarantee that as many questionnaires as possible are filled out by following up and informing the respondents of the importance of the research. Additionally, the researcher also spent time elucidating to the respondents the definition and history of value innovation. The researcher allowed the respondent to seek clarification where required to enable provide accurate information. The respondents were equally informed of the aim of the as academic and reassured that the information they provided was not be made publicly available to anyone without their permission. This sought to help win their confidence to enable share information freely. Further, the researcher conducted tests of validity and reliability to improve on the integrity of the outcomes.

## 1.10 Assumptions of the Study

These are factors to be held constant for the study to hold. Some of the assumptions include that elements were not change. It also assumed data collected were valid at the time of final report writing. The researcher further assumed the targeted respondents willingly provided accurate information. The study equally assumed the outcome of the study would be representative of the logistic sector and can be used for strategic decision making by other companies.

## 1.11 Operational Definition of Key Terms

**Action framework** - can be applied to open up new business opportunities for companies in the existing market.

**Blue Ocean Strategy** –when both distinction and low cost are sought after simultaneously. creates fresh demand and expands the market.

**Cost Leadership** – is the ability to maintain low prices compared to competitors by increasing productivity, eliminating waste, increasing efficiency.

**Customer Satisfaction** – is the metric used to gauge how satisfied and happy customers are with a company's goods or services.

**Diagnostic framework** - relates to the way things are going in the well-known marketplace right now.

**Knowledge management** – the process of effectively managing information through identifying, organizing, storing and distributing and making it accessible to only authorized persons.

**Logistics** – this is the process of managing all activities related to how resources are acquired, stored and transported to their final destination.

**Market Share** – is the portion or percentage of a market earned by an organization.

**Organizational Performance** – involves analyzing actual results or outputs compared with goals or objectives.

**Quality** – Performance as per expectations and fit for requirement.

**Value innovation** - refers to the pursuit of low cost and distinction at the same time, increasing value for both the company and customers.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter offers a theoretical framework for the study by summarizing the body of research on value innovation and organizational success. A review of theoretical and empirical framework was conducted for purposes of interrogating previous related studies and theories with a view to determining existing research gaps. Notably, this chapter concludes by presenting a summary of research gaps identified during the review which the study aims to fulfil.

#### 2.1 Theoretical Review

The main theories supporting the connection between value innovation and logistics organization performance are covered in this section. The Diffusion of Innovation Theory, Resource-Based View (RBV), and Blue Ocean Strategy Theory are among the theories that were chosen.

##### 2.1.1 Theory of Blue Ocean Strategy

Kim and Mauborgne (2005) developed the Blue Ocean Strategy, which emphasizes the pursuit of innovation that eliminates competition and creates uncontested market space. Companies that use value innovation seek to differentiate and cut costs at the same time, generating new demand and opening up unexplored markets, as opposed to competing in crowded markets (red oceans). This theory is especially pertinent to the logistics sector, where businesses aim to offer distinctive value to clients by implementing technology-driven innovations, expedited delivery, and customized logistics solutions. Logistics firms are encouraged by the Blue Ocean Strategy to reconsider their strategic focus and provide revolutionary value through innovations in processes, products and services, technology, and customers (Kim & Mauborgne, 2015). The theory supports

the study's premise that Mombasa logistics companies can boost productivity by creating innovative, effective, and customer-focused products.

### **2.1.2 Theory of the Resource-Based View (RBV)**

According to Barney's (1991) Resource-Based View (RBV), firms can gain and maintain a competitive edge by efficiently employing valuable, rare, inimitable, and non-substitutable (VRIN) resources. These resources consist of customer relationships, human capital, technology, and intellectual property.

RBV describes how internal resources, including highly qualified staff, process innovation, and sophisticated logistics systems, can lead to better performance in the logistics industry. By implementing value innovation strategies, internal resources can be leveraged to improve service delivery and operational efficiency. Accordingly, the RBV validates the study's conclusion that businesses are more likely to increase cost effectiveness, quality, and customer satisfaction when they implement innovative practices that complement their special resources (Wernerfelt, 1984; Barney, 2001).

### **2.1.3 The Theory of Diffusion of Innovation**

The Diffusion of Innovation Theory, put forth by Rogers (2003), describes how, why, and how quickly new concepts and innovations proliferate within a social structure. Different groups of adopters—innovators, early adopters, early majority, late majority, and laggards—adopt innovations over time, such as improvements in technology or customer service. When looking at how Mombasa logistics companies implement value innovation strategies in a variety of contexts, this theory is pertinent. A number of variables, including market demands, leadership, organizational culture, and technological readiness, may influence adoption. The theory offers a practical framework for evaluating the degree of service and technology innovation

diffusion in logistics companies and the ensuing effects on organizational performance (Rogers, 2003).

## **2.2 Empirical Review**

The empirical review critically evaluates the available knowledge and information that connect the independent variables and organizational performance under the study. There are four different types of value innovation strategies. The first is product value innovation, which is creating new items or making changes to ones that already exist. The second is process value innovation, where a process component is enhanced for positive effects. The third is technological value innovation, in which a company continually uses new technologies to grow and extend its operations. The fourth is customer value innovation which aims to achieve customer satisfaction, acquire new ones while retaining existing ones.

### **2.2.1 Product/Service Value Innovation**

Innovation in the value of products or services is essential to maintaining a competitive edge in the fast-paced commercial world of today. Kim and Mauborgne (2020) aver that it entails radically altering the way goods or services are provided or viewed to produce a jump in value for the business and its clients. Kim and Mauborgne (2020) argue that companies that successfully apply product innovation can greatly increase consumer satisfaction and loyalty, which in turn fuels long-term profitability. Apple Inc. is a prime example given that it has consistently transformed the tech sector with ground-breaking devices such as the iPhone, setting new benchmarks for mobile technology and reinventing the user experience (Amit, R., & Zott, C. (2020)). Furthermore, optimizing the cost-value ratio is just as important as introducing new features when it comes to value innovation in products. In a study, Kim and Mauborgne (2020) use the Blue Ocean Strategy to demonstrate how businesses can carve out uncontested market space by introducing cutting-

edge products that make rivals obsolete. Numerous companies in developed and emerging markets have implemented this strategy which demonstrates its broad suitability. Amit, R., & Zott, C. (2020) conducted a qualitative study and established that offering innovative services such as real-time tracking and predicted delivery times can greatly improve customer experience and operational efficiency. As such, product or service value innovation strategy is a way that the logistics industry can innovate its products (Scarborough & Cornwall, 2016). The emphasis on innovative products and services is especially pertinent in highly competitive industries with dynamic consumer tastes in which the capacity for ongoing innovation can mean the difference between market leadership and obsolescence.

Past research on product/service value innovation have generally focused on industries such as manufacturing and technology often missing the specific constraints encountered by the logistics industry (Chesbrough, 2020; Kim & Mauborgne, 2020). These studies tend to stress broad innovation outcomes without conducting a thorough analysis of sector-specific dynamics. Hence, this research intended to fill this vacuum by exploring how product/service value innovation directly impacts logistics companies in Mombasa, Kenya to deliver insights that are more practical and effective within this context.

### **2.2.2 Process Value Innovation**

Past empirical evidence shows that reengineering internal processes to provide better, faster, and more affordable services or goods is the focus of process value innovation. Liker and Morgan (2021) conducted a study which established that process value innovation strategy seeks to cut waste and increase operational effectiveness that lowers costs without sacrificing quality. In their study, Liker and Morgan (2021) used Toyota's application of lean manufacturing techniques as an

example to show how the firm enhanced its operational efficiency by reducing waste and improving workflows.

Previous research on process value innovation has been considerable in manufacturing but scarce in the logistics business, particularly in emerging economies such as Kenya (Liker & Morgan, 2021). The studies generally generalize process improvements without considering the unique logistical obstacles in emerging nations. This study seeks to address these gaps by focusing on process value innovations within Mombasa's logistics sector, attempting to provide a more nuanced understanding of how these innovations might boost operational efficiency and competitive advantage in a localized setting.

### **2.2.3 Technological Value Innovation**

Studies show that technological value innovation entails leveraging new technology to create value in ways that were previously impractical. Hajar al. (2021) conducted a critical review research and noted that technological value innovation is essential in fields where technology is developing quickly and has the power to fundamentally alter the nature of competition. In another study, Rajakrishnan, M. (2023). noted that businesses now have more opportunities to innovate in fields such as predictive analytics, customer personalization, and automated decision-making thanks to the development of artificial intelligence (AI) and machine learning. Markedly, past studies have showed that technological innovation in logistics is revolutionizing operations with the use of robotics, drones, and autonomous vehicles, which can greatly increase productivity and cut costs. Besides, real-time tracking of items is being made possible by the Internet of Things (IoT), which is increasing supply chain operations' transparency and control (Brock & von Wangenheim, 2021). As such, firms do not keep up with technology run the danger of losing out to more tech-savvy, nimble competitors. The growing focus on digital transformation across

industries highlights the significance of technical value innovation and which presents an opportunity for further research to delve on. It is evident that logistics firms can seize fresh chances for expansion and distinction in a competitive market by adopting these technologies. Thus, previous studies underscore the evidence that logistics firms can improve service delivery and customer happiness by implementing AI-driven demand forecasting technologies to better predict client needs and optimize their supply chains accordingly.

Despite the fact that technical innovation has been extensively studied, much of the research has been on high-tech industries and developed economies, with little attention paid to how applicable it is in developing nations' logistics sectors (Kraus, S., 2022). Existing studies also tend to neglect the adoption constraints faced by logistics enterprises in these countries. As such, this research attempted to address these shortcomings by examining the role of technology value innovation in Mombasa's logistics industry, offering insights into how these innovations might be more efficiently applied and scaled.

#### **2.2.4 Customer Value Innovation**

The goal of customer value innovation is to develop distinctive value propositions that appeal to consumers often by filling gaps in the market or resolving recurring problems. Mahmoud et al. (2017) noted in previous research that long-term success and the development of solid client connections depend on customer value innovation. In a study done on American firms, Smith (2020) used Amazon to show how it succeeded in its innovation strategy to improve the user experience by implementing programs such as one-click buying, prime membership, and tailored suggestions. Mahmoud et al. (2017) goes further to show client value innovation in the logistics sector could entail creating customized services that address the unique requirements of various client segments, such providing flexible delivery options or incorporating feedback from

customers into service enhancements. Accordingly, businesses can differentiate themselves from rivals by developing more appealing and relevant value offers by comprehending and predicting client needs (Kohne & Sawyer, 2018). Customer value innovation may also be a strong force behind brand advocacy and loyalty since consumers are more inclined to continue with companies that continuously provide better value (Mahmoud et al., 2017). Thus, a company's capacity to innovate in this field can be further strengthened by integrating digital tools, such as customer relationship management (CRM) systems, which offer greater insights into the behavior and preferences of customers. Keeping a competitive edge in a market that is changing quickly requires the ability to innovate consistently in response to shifting client expectations.

Research on customer value innovation has been mostly oriented around consumer goods and services, sometimes overlooking the special needs and constraints of the logistics sector (Smith, 2020). Moreover, past studies have not thoroughly explored how customer value innovation might be targeted to diverse customer segments within logistics. This study seeks to bridge this gap by investigating customer value innovation techniques in Mombasa's logistics companies, hoping to propose specific tactics that can boost customer happiness and loyalty in this sector.

### **2.3 Theoretical Framework**

This study's theoretical framework is based on a number of important theories that offer a framework for comprehending the connection between organizational performance and value innovation. First, a sustainable competitive advantage can only be attained through an organization's resources, especially those that are valuable, rare, inimitable, and non-substitutable (VRIN) (Barney, 2021). This is the claim made by the Resource-Based Theory.

In the context of value innovation, this theory suggests that firms that effectively leverage their innovative capabilities as a strategic resource can differentiate themselves in the market and

enhance their performance. In the context of this study, logistics companies in Mombasa County can use RBT to identify and capitalize on their unique resources, such as modern technology, skilled labor, and efficient procedures. Companies can improve their performance and positioning in the logistics market by maximizing these resources and developing value innovation initiatives. The second theory is management by objectives (MBO) which is a concept of strategic management that focuses on setting clear, measurable goals within an organization and aligning innovations with these goals (Drucker, 2015). Accordingly, this theory is relevant to value innovation as it underscores the importance of goal alignment in driving innovation efforts that contribute to overall organizational success. This theory is relevant to the study because it provides a framework for logistics organizations to set specific, measurable goals for value innovation. Companies that apply MBO can improve employee engagement and responsibility by ensuring that all team members collaborate to achieve common innovation goals, resulting in improved overall organizational performance.

Michael Porter's Theory of Competitive Advantage is the third model which emphasizes the role of cost leadership and differentiation in achieving competitive advantage (Porter, 2014). As such, value innovation plays a crucial role in this framework by enabling firms to offer unique products and services at lower costs, thereby gaining a competitive edge in the market. In the context of this study, logistics companies in Mombasa County can use this theory to create distinct value propositions that distinguish them from competitors, such as excellent customer service or innovative technology solutions. By properly applying value innovation techniques, these businesses can acquire a competitive advantage, resulting in increased operational efficiency and market positioning.

The Innovation Diffusion Theory, proposed by Rogers (2021) is the last applicable model which explores how innovations are adopted and spread within a market or organization. This theory is particularly relevant to the study as it provides insights into how value innovation strategies can be effectively implemented and scaled within logistics companies, ensuring that these innovations lead to tangible improvements in performance. Notably, understanding the processes and factors that influence the adoption of value innovation techniques in Mombasa's logistics industry is critical in the context of this research. This theory aids in the identification of adoption barriers and emphasizes the importance of communication and social networks in facilitating the successful diffusion of innovative techniques, thereby improving logistics company performance. The integration of these theories provides a comprehensive framework for understanding the dynamics of value innovation in the logistics sector. This theoretical framework underscored the strategic importance of innovation in driving organizational performance by linking these propositions to the study's objectives.

#### **2.4 Conceptual Framework**

This study's conceptual framework is anchored on the premise that value innovation strategies significantly influence the organizational performance of logistics companies in Mombasa County, Kenya. The framework consists of four independent variables: process value innovation, product/service value innovation, technological value innovation, and customer value innovation. Each of these strategies incorporates measurable indicators that reflect their implementation within organizational settings.

Operational effectiveness and cost reduction are used to analyze process value innovation. These metrics show how businesses optimize production while cutting costs by streamlining their operations. Product differentiation and customer acquisition are two indicators of product/service

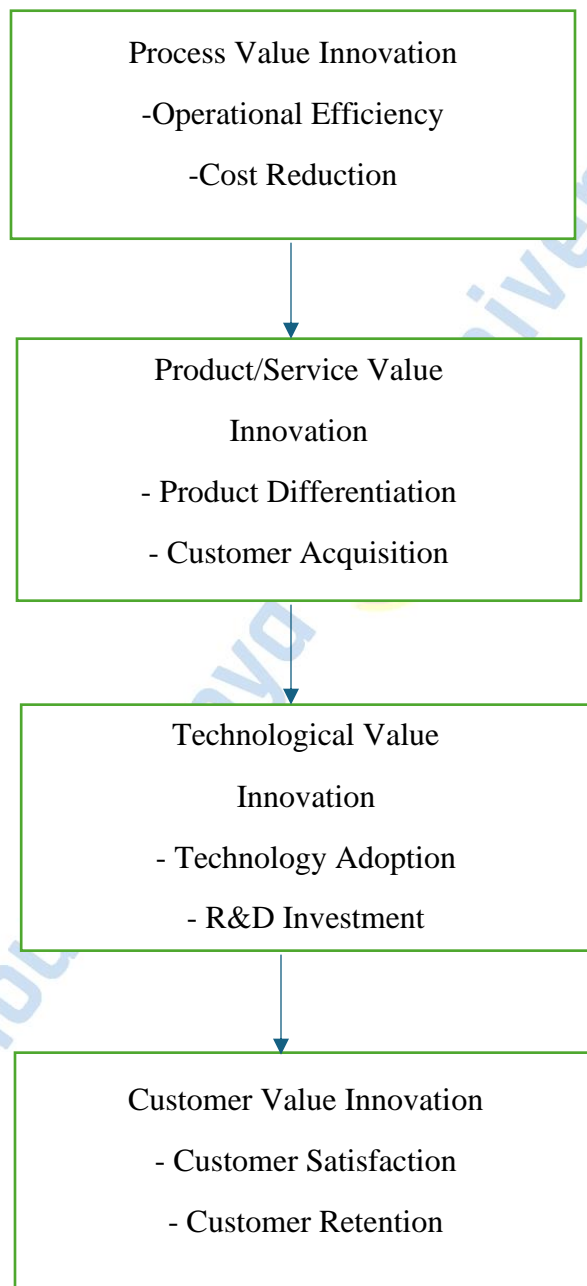
value innovation, which captures businesses' capacity to provide unique offers that draw in and hold on to customers in cutthroat logistical marketplaces. The assessment of technological value innovation is based on research and development (R&D) expenditure and technology adoption, both of which show how well a company uses contemporary technologies to improve operations. Customer happiness and retention, two crucial indicators in service-oriented sectors like logistics, are used to evaluate customer value innovation.

Operational efficiency and customer satisfaction are the two main criteria used to examine the dependent variable, organizational performance. Operational efficiency measures how well a logistics company uses its resources to provide timely and reasonably priced services. Contrarily, customer satisfaction measures how well customers' expectations are fulfilled or surpassed, which promotes repeat business and brand loyalty.

The conceptual framework makes the assumption that better organizational performance and the successful use of value innovation techniques are positively correlated. It makes the claim that companies are more likely to improve their performance in terms of efficiency and satisfaction if they invest in creative ways across operational processes, service delivery, technology integration, and customer interaction. Thus, this framework directs the study to determine which innovation tactics have the biggest impact on performance improvements in Mombasa County logistics firms. The framework's concentration on only two major performance indicators—operational efficiency and customer satisfaction—narrows the field for more accurate empirical research and supports the goal of the study, which is to produce useful insights for performance improvement driven by innovation.

### Figure 1: Conceptual Framework

This version comprises two indicators of the dependent variable (organizational performance: operational efficiency and customer satisfaction) and four independent variables (value innovation strategies).



Source: Researcher (2025)

## 2.5 Research Gaps

There are still a number of important research gaps that need to be filled in order to fully comprehend how logistics companies may use innovation to better their operations, even if interest in the connection between value innovation and logistics performance is expanding. The evaluation of existing literature reveals various research gaps that this study intends to bridge. Foremost, while value innovation has been extensively examined in industrial and high-tech industries, there is a noteworthy shortage of study concentrating on the logistics sector, particularly in developing nations such as Kenya (Chesbrough, 2020; Liker & Morgan, 2021). Moreover, most studies have generalized value innovation strategies without examining the unique problems and potential within specific contexts, such as the logistics operations in Mombasa (Brock & von Wangenheim, 2021). Although the report mentions technological innovation as a way to boost logistics performance, further research is needed to fully examine how digital transformation and sustainability may be integrated into logistics operations. By increasing supply chain efficiency, transparency, and traceability, emerging technologies like block chain, AI, big data, and IoT have the potential to spur value creation in logistics. However, little is known about how these technologies relate to sustainability goals including waste management, energy efficiency, and carbon footprint reduction. Research on the connections between green logistics and digital transformation may yield important information on how logistics companies might accomplish environmental sustainability and spur innovation at the same time (Waller & Fawcett, 2013; Helo & Hao, 2019). In addition, there is limited empirical research on how these tactics affect organizational performance in this sector, providing a void in actionable insights for logistics organizations. Markedly, this study sought to fill these gaps by providing a focused investigation

of value-creation techniques within Mombasa's logistics industry subsequently delivering context-specific recommendations to boost organizational performance.

## **2.6 Summary of Literature**

This study's analysis of the literature offers a thorough grasp of the connection between organizational performance and value creation initiatives, especially in the logistics industry. According to Kim and Mauborgne (2015) and Cerqueira-Streit et al. (2021), value innovation is crucial for improving a company's competitiveness, operational efficiency, customer happiness, and sustainability. The literature examines four primary aspects of value innovation strategies, each of which has a distinct impact on organizational performance: process value, product/service value, technology value, and customer value.

In order to increase operational efficiency and lower costs, studies on process value innovation stress the significance of optimizing workflow, cutting waste, and simplifying processes (Porter, 1985; Al-Odeh & Smallwood, 2022). This is especially crucial in logistics as service delivery and profitability are directly impacted by the efficient use of time and resources.

Research on product and service innovation emphasizes how it may help grow market share and clientele by providing unique products and services that cater to changing consumer demands (Schilling, 2020; Minerbo & Brito, 2021). Customized solutions and adaptable service portfolios help logistics organizations better adapt to changing market conditions and foster customer loyalty.

One of the most researched areas is technological value innovation, with scholars pointing to the revolutionary effects of digital technologies like blockchain, artificial intelligence, and the Internet of Things on logistics performance (Hinings et al., 2018; Mukherjee et al., 2020). Better supply

chain visibility, quicker decision-making, and more attentive customer care are all made possible by these technologies, and they all improve performance.

According to research, providing greater value through responsiveness, dependability, and personalized experiences improves customer satisfaction, retention, and long-term loyalty in the context of customer value innovation (Kotler & Keller, 2016; Rachinger et al., 2019). This is accomplished in logistics by providing various delivery options, quick communication, and real-time tracking.

The empirical literature that particularly addresses the use of these value creation techniques in the Kenyan logistics context is noticeably lacking, despite the abundance of research conducted worldwide. The majority of previous research has been carried out in affluent nations or in unrelated industries like hospitality or manufacturing (Maina & Namusonge, 2018; Hajar et al., 2021). Furthermore, local research has not adequately connected value innovation tactics to certain organizational performance metrics like logistics companies' cost effectiveness, market expansion, and customer happiness.

In conclusion, there is a noticeable dearth of contextualized data for logistics enterprises in Mombasa County, even though the examined literature supports the theoretical underpinnings of value innovation as a driver of organizational success. By conducting an empirical evaluation of the ways in which process, product/service, technology, and customer value innovation strategies impact performance results in this industry, this research aims to close this gap.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the study's methodology and the numerous stages required to finish it. The researcher describes the methods and approaches that were employed in the data gathering, processing, and analysis in this part. The subsections that were used for the target population, data instruments, data collection, and data analysis are all clearly outlined.

The performance of logistics enterprises in Mombasa County is examined in this study in relation to value innovation initiatives. As independent variables, the study specifically focuses on four important aspects of value innovation: process value, product/service value, technology value, and customer value. The performance of logistics firms as determined by efficiency, customer happiness, and market competitiveness is the dependent variable.

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Additionally, it covers sampling, study piloting, the validity and reliability of the research tools, ethical considerations, and the analysis of the data gathered during the study.

#### **3.2 Research Methodology**

The descriptive research approach used in this study is appropriate for examining the connection between logistics organizations' performance and value innovation initiatives. The design made it

possible to gather quantitative data in order to evaluate the ways in which logistics performance is impacted by process value, product/service value, technical value, and customer value.

### **3.3 Research Design**

The study utilized a mixed-methods strategy of descriptive and correlational research approaches. This design was suitable for thoroughly investigating the value chain innovation strategies that bolster organization performance of logistic companies in Mombasa County, Kenya. The descriptive aspect enabled a thorough examination and depiction of the innovation strategies in selected companies, while the correlational aspect facilitated the measurement of the connection between these practices and organization performance outcomes. Creswell and Creswell (2021). The mixed-methods designs are ideal for capturing the intricacies and scope of research phenomena to facilitate rigorous data collecting and analysis.

### **3.4 Location of the Study**

This refers to the actual place where data collection takes place (Yunlok 2014). This study was conducted on sampled logistics companies located within Mombasa County, Kenya. This research location was selected due to high concentration of logistics companies in the region as a result of the port of Mombasa which is the main hub and entry point of cargo into the country and for the landlocked countries in the region as well as export to foreign countries by sea.

### **3.5 Target Population of Study**

A research study's target audience is the total set of people or things to which the results are meant to be applied (Kothari, 2004). Employees of logistics firms with headquarters in Mombasa County, Kenya, particularly those connected to the Mombasa chapter of the Kenya International Freight and Warehousing Association (KIFWA), make up the study's target group. These include logistics

officers, managers, and supervisors—people who are essential to the implementation and upkeep of value innovation initiatives in logistics operations.

With the Port of Mombasa serving as a crucial entry point for imports and exports into the area, Mombasa County is a major logistical center in East Africa. The county's logistics companies offer essential services such as inland transportation, distribution, warehousing, and freight forwarding. The strategic use of value innovation has a big impact on these services, which are essential to logistics management. Because of their active participation in Kenya's logistics value chain, adherence to industry standards, and regulatory compliance, the research focuses on companies that are registered members of KIFWA.

The target population is carefully chosen according to how well they fit the goals of the study. In addition to being crucial decision-makers in the acceptance and use of cutting-edge procedures and technologies, managers are in charge of establishing the strategic direction of their companies. Supervisors keep an eye on day-to-day operations to make sure logistics are conducted effectively and efficiently. Their position offers a realistic viewpoint on how value innovation initiatives are being implemented locally. On the other side, logistics officers arrange freight shipments, coordinate and manage the delivery of goods, and make sure that client demands are satisfied. They regularly engage with systems and clients, which makes them essential contributors to the ongoing innovation and enhancement of logistical procedures.

Targeting this group makes sense because of their strategic and practical understanding of how value innovation impacts important performance indicators including operational efficiency, cost-effectiveness, and customer happiness. Their viewpoints and experiences are helpful in comprehending how creative tactics and performance results relate to one another in the logistics industry. Additionally, by concentrating on employees of KIFWA member companies, the study

guarantees that participants work in a controlled and organized logistics setting, increasing the validity and generalizability of the results to the entire logistics industry in Kenya and beyond.

The logistics workforce in Mombasa County, especially managers, supervisors, and logistics officers in companies linked with KIFWA, offers a strong and pertinent demographic for analyzing how value innovation tactics affect organizational performance, to sum up. They are positioned as essential informants in evaluating how innovation might be used to improve competitiveness and service delivery in Kenya's logistics sector because of their engagement in strategic decision-making and operational execution.

### **3.6 Sample Size and Sampling Procedures**

The sample was stratified into different functional groups that included operational management, logistics supervisors, and logistics staff to ensure that each segment relevant to value innovation strategies. Random sampling within each stratum was then used to select respondents. Taherdoost (2020) affirms that the random sampling approach minimizes selection bias and enhances the representativeness of the sample.

#### **3.6.1 Sample Size**

Sample comprised respondents from 511 logistic companies within Mombasa County purposively selected for data collection to improve accuracy and relevance of the results collected. The number of employees in the selected logistics companies was 1000 and 10% sample was chosen. Methodological and pragmatic factors led to the choice of a 10% sample size from the target population of 1,000 workers from 511 logistics enterprises in Mombasa County. This percentage was chosen in accordance with Mugenda and Mugenda's (2003) suggestion that a sample size of 10% to 30% is statistically appropriate for descriptive research in big populations. A lower bound sample size within the permissible range is also supported by the fact that the logistics industry in

Mombasa County is a fairly homogeneous group in terms of responsibilities, procedures, and exposure to innovative methods.

A 10% sample minimizes duplication and guarantees sufficient representation from a statistical perspective. It makes it possible to gather trustworthy, varied, and significant data without overburdening the research process. Additionally, because KIFWA-member logistics companies have similar operating frameworks, a 10% sample guarantees that the results may be applied to the full population.

Practically speaking, time, money, and accessibility limitations required a manageable yet meaningful sample size. It would be logistically unfeasible and resource-intensive to survey all 1,000 possible participants. In-depth data collection and analysis within the parameters of the research are made possible by the 10% sample, or 100 respondents, which strikes a balance between comprehensiveness and feasibility.

To sum up, the 10% sample size was supported by the population's homogeneity, the study's logistical concerns, and its compliance with accepted sampling criteria. It is regarded as operationally effective for accomplishing the study's goals as well as statistically valid.

The sample was then selected through a stratified sampling method as shown in Table 1 below.

**Table 1: Sample Size**

Category	Target		Sample
Operational managers	250		25
Logistics supervisors	400		40
Logistics staff	350		35
<b>Total</b>	<b>1000</b>		<b>100</b>

### 3.6.2 Sampling Procedure & Techniques

Due to the large population size and limited resources, it was impossible to conduct a study of the entire population within the short time frame. Shona (2019) avers that a sample is a representative subset of a research population. Sampling was conducted to choose a portion of the population for data collection. As such, 10% of the population was represented in the sample by the researcher who would use a stratified sampling technique. This is impartial, representative, and gives every candidate a fair chance to be chosen from the greater population. Mugenda and Mugenda (2006) assert that a study can be conducted using a sample of 10% of the population. A sample of 100 respondents from the logistic enterprises operating in Mombasa was chosen for this study. The respondents were logistics and operational managers, supervisors and logistics staff chosen because to their expertise in the subject matter.

### **3.7 Data Collection Instruments**

Questionnaires were used to gather primary data for this study from respondents who were thought to have the necessary level of literacy to use the instrument. The surveys contained both open-ended and structured questions. The answers to open-ended questions could be expanded upon by the responders, who also offered information that the structured questions were unable to. According to Kothari (2004), questionnaires allow respondents to think about their responses and protect their privacy. Accordingly, attitudes or opinions were measured using Likert scales with fixed choice response forms by evaluating degrees of agreement or disagreement (Bowling, 1997). For purposes of computing a composite index for each variable to be utilized in regression analysis, the study's variables were arranged according to Likert scales.

### **3.9 Testing for Validity and Reliability**

#### **3.9.1 Validity**

The questionnaires were reviewed by scholars and industry experts in logistics management. This review process was to help the researcher to refine the questions to ensure they adequately captured all aspects of value innovation strategies and their impact on performance. Creswell (2021) avers that expert validation enhances the relevance and accuracy of research instruments that yield replicable research findings. Value innovation techniques, such as adopting technology, were found to have substantial positive connections with corporate performance measures ( $r = 0.76, p < 0.01$ ), according to correlation analysis.

### **3.9.2 Reliability**

Conversely, the stability and consistency of the measures generated by the research tool are referred to as dependability. In order to improve reliability, the questionnaire was piloted to find and fix any ambiguities or inconsistencies in the questions' phrasing and to evaluate how consistently replies were given over time or in various contexts. Consistent findings are produced by trustworthy instruments, claim Mugenda & Mugenda (2003). This indicates that trustworthy tools take the study's goal into account and produce comparable findings when the study is conducted again. This was tested in this study using the Cronbach's alpha coefficient. By making sure that the measuring items in the questionnaire are trustworthy and consistently assess the relevant variables, the study sought to achieve high internal consistency. A statistical instrument called the Cronbach's alpha coefficient was used to evaluate this dependability; an acceptable level of internal consistency is indicated by a threshold of 0.7. There is trust in the consistency of the replies throughout the scale when the Cronbach's alpha value is greater than 0.7, which indicates that the items are well-correlated. According to Field (2022), this reliability metric is essential for guaranteeing that the equipment produce steady and reliable data over an extended period of time.

### **3.9.3 Pilot Study**

Prior to the primary study, a pilot study was carried out to determine the viability and validity of the numerous methods and techniques that were selected for the investigation. This was done on parameters from the same area of study with similar characteristics but a small a sample. The main objective was to test whether the steps that were chosen were feasible for the main study or not. The pilot texting was also important to identify problems that would be encountered during the main study, such as time, resources, equipment, appropriateness of the questions, methodology

being applied. The findings from the pilot study was critical in instituting appropriate measures to rectify areas of weaknesses before proceeding to conduct the main study.

### **3.10 Data Collection Methods and Procedures**

Primary and secondary sources were used in the data collecting process to guarantee a thorough grasp of value innovation initiatives and how they affect organizational performance. Structured questionnaires were used to gather primary data from the chosen respondents. The questionnaires included closed-ended questions to capture quantitative data on value innovation strategies and their perceived impact on organizational performance. Bryman and Bell (2022) assert that the use of questionnaires allows for efficient data collection from a large number of respondents to facilitate statistical analysis. Notably, secondary data was obtained from company reports, industry publications, and previous research studies on value innovation and organizational performance. The data collected was helpful to the researcher to contextualize the findings from the primary research to yield insights relating to best industry practices and benchmarks.

### **3.11 Data Analysis Techniques**

Data analysis was conducted using a combination of descriptive and inferential statistical techniques. As such, a descriptive analysis of the central tendencies such as means, standard deviations, median, was used to summarize the data and describe the value innovation strategies in the selected logistics companies in Mombasa County, Kenya. These statistics provided a clear picture of the prevalence and variation of these practices within the company. Regression analysis was further conducted to explore the relationships between value innovation strategies and organization performance. The analysis sought to identify significant predictors and quantify their impact on performance.

### **3.12 Ethical Considerations**

This study was guided by Mount Kenya University's code of research ethics, which ensured that all ethical standards were followed throughout. An Ethical Approval Certificate dated 28<sup>th</sup> October 2024 was received from the institution and shared with participants, together with the questionnaire. This documentation included crucial elements such as the study's title, the researcher's name and contact information, and the study's objectives. Formal protocols and a well-defined study design were used during data collection to ensure the research process's integrity.

Informed consent is an important part of this study. Participants were given a clear explanation of the study's objectives and academic character. A consent statement was provided, stating that participation is optional. Participants were notified that they have the option to decline or withdraw from the study at any time without repercussions. This information was clearly stated on the permission form, ensuring that participants fully understand their rights before deciding to participate in the research.

Anonymity is an important ethical factor in this study. Participants' identities were kept anonymous, and their personal information handled with the utmost care. Individual responses were made available only to the researcher. The study's goal in anonymizing the acquired data is to reduce the possibility of identification to allow participants to voice their thoughts freely without fear of personal repercussions.

Confidentiality was strictly adhered to throughout the investigation. As such, participants were told that their comments would not be disclosed to any unauthorized individuals or businesses. In addition, participants who felt uncomfortable addressing sensitive themes, were encouraged to inform the researcher. The researcher also took adequate precautions to preserve the participants'

identity and well-being, demonstrating the study's commitment to ethical standards. To maintain ethical research procedures, the researcher also guaranteed that no participants were put in danger and that vulnerable groups were excluded from the study.



## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

#### 4.1 Introduction

This chapter presents the findings of the study based on the responses received from the questionnaire returned. The chapter focus on the response rate and further presents the analyzed data using the SPSS 20 software. The data was analyzed to determine the influence of value innovation strategies on organization performance of selected logistics companies in Mombasa County, Kenya. The data used for the analysis was gathered largely from a semi-structured questionnaire as the research instrument. The questionnaire was designed to malign with the study's objectives and the indicators outlined in the conceptual framework.

#### 4.2 Response Rate

The percentage of respondents that successfully finished and returned the surveys is known as the response rate. One hundred workers of logistics enterprises in Mombasa County, including managers, supervisors, and logistics officers, were given questionnaires as part of this study. Eighty-seven percent of them, or 87 surveys, were properly filled out and returned. For data processing and interpretation, this high response rate is deemed adequate and satisfactory. For survey-based research, a response rate of more than 70% is considered excellent as it guarantees sufficient representation of the target population and reduces the possibility of non-response bias (Mugenda & Mugenda, 2003).

Purposive sampling, the topic's applicability to the respondents' professional duties, and the follow-up techniques used during data collection are all responsible for the study's high response

rate. Thus, the obtained response rate may be trusted to generate accurate inferences and generalizations on the number of logistics businesses in Mombasa County.

### 4.3 Reliability Analysis

Bryman and Bell (2022) assert that reliability test is the measure of the degree to which a research instrument provides consistent results or data after repeated trials. The intention of Bryman and Bell (2022) argue that conducting the test is aimed at affirming that the data collection method can yield valid results that can be replicated in diverse settings. This test also enhances the research's credibility in advancing knowledge (Bryman & Bell, 2022). Notably, a reliability test was undertaken using Cronbach's Alpha to ensure the consistency of the questionnaire used for data collection on the impact of value innovation strategies on organization performance of selected logistics firms in Mombasa County. The Cronbach's Alpha value was found to be greater than 0.7, indicating that the questionnaire was reliable and could yield valid and credible results as depicted in Table 2 below.

**Table 2: Reliability Test**

Variable	Cronbach's Alpha	No of Items
Process value	.7045	5
Product/service value	.7168	5
Technological value	.7263	5
Customer value	.7177	5

### 4.3.1 Linear Regression

A popular statistical technique for analyzing the connection between dependent and independent variables is linear regression analysis (Montgomery et al., 2021). It enables researchers to understand the relevance of predictors when modeling and forecasting results. The purpose of the linear regression model is to evaluate the correlation between the Cronbach's Alpha values of the variables Process Value, Product/Service Value, Technological Value, and Customer Value. The independent variable (X) is the categorical variable that indicates the type, and the dependent variable (Y) is the Cronbach's Alpha values. To explain the variance in Cronbach's Alpha values, the model employs predictors based on the kind of variable. According to the data, the kind of variable accounts for 46.2% of the variability in Cronbach's Alpha, with a statistically significant F-statistic of 33.19. This suggests a considerable influence of at least one predictor on Cronbach's Alpha values. The effectiveness of the regression depends on the proper encoding of the categorical variables. With a Cronbach's Alpha score of 0.7175, the process value a reference category in logistics management displays a considerable degree of internal consistency. This reliability score, which shows that process management-related survey or measurement items are reasonably consistent in their measurement, is appropriate for use in operational or research applications.

**Table 3: Coefficients**

<b>Predictor</b>	<b>Coefficient (<math>\beta</math>\beta)</b>	<b>Standard Error</b>	<b>t-value</b>	<b>p-value</b>	<b>95% Confidence Interval</b>
<b>Intercept</b> (Process Value)	0.7175	0.002	420.91	0.000	[0.714, 0.721]
<b>Product/Service Value</b>	-0.0149	0.002	-6.172	0.000	[-0.020, - 0.010]
<b>Technological Value</b>	-0.0019	0.002	-0.792	0.430	[-0.007, 0.003]
<b>Customer Value</b>	0.0089	0.002	3.705	0.000	[0.004, 0.014]

**Interpretation: Process Value Intercept:** Cronbach's Alpha is 0.7175 at baseline.

**Value of the Product or Service:**

-0.0149 is the coefficient ( $p < 0.05$ ).

shows that the change from the baseline (Process Value) is significantly negative.

**Value of Technology:** -0.0019 is the coefficient ( $p = 0.43$ ). Not statistically significant means that there isn't a discernible change from the baseline.

**Value to the Customer:** ( $p < 0.05$ ) Coefficient: +0.0089 shows a noteworthy improvement in comparison to the baseline.

#### 4.4 Demographics

The demographic profile of the research participants is displayed in this section. Knowing the demographics aids in placing the results in perspective and determining if the data gathered accurately reflect a varied and well-balanced cross-section of the intended audience. Gender, age, education level, job title, and years of experience in the logistics sector were among the demographic factors taken into account in this study.

##### 4.4.1 Response Rate

There were 100 sample respondents in this study. The respondents received the questionnaire, which they were asked to complete and then returned. As a result, 100 of the 100 surveys that were distributed were returned that yielded a 100.0% response rate. Bonett and Wright (2015) contend that a study can be considered appropriate if the response rate is more than 60%. The researcher physically visited the selected companies to urge the respondents to complete and submit the surveys signaling the success in the response rates. The response rate is displayed below in Table 4. The high response rate suggests that the study's findings are reliable, and that participant involvement was robust.

**Table 4: Response Rate**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Responded	100	100
Not responded	0	0
<b>Total</b>	<b>100</b>	<b>100</b>

#### 4.4.2 General Information

The investigator aimed to collect information concerning the participants. As such, the researcher asked the participants to provide their gender, job levels, and work experience. The analysis was based on the information provided by the respondents in selected logistic firms in Mombasa county Kenya to classify the various outcomes according to the respondents' acquaintance and responses and to give a complete understanding of the respondents' demographic data.

#### 4.4.3 Distribution of Gender

The researcher aimed to collect gender information from the respondents. When asked to specify their gender, the subjects revealed that 60% of them were men and 40% of them were women as evident in table 5 below. The outcome is a well-balanced distribution of genders that suggests the results are indicative of the select logistic firms in Mombasa County. Notably, this gender distribution captured diverse thoughts and views from both sides of the gender split since the majority of the responses for this research rely on the respondents' perceptual measures. However, the gender balance in the logistics may also be a result of the different gender mainstreaming campaigns that have been successful in ensuring social justice and equal representation.

**Table 5: Distribution of Respondents by Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	60	60
Female	40	40
<b>Total</b>	<b>100</b>	<b>100</b>

#### 4.4.4 Job Level

The research sought to establish the job level of the respondent to ascertain whether they could conceptualize or elucidate value innovation issues. As such, the researcher asked the respondents to record their job levels for the purposes of the conducting the analysis and arriving at a conclusion. The study discovered that 10% of the respondents were operation managers, 30% were logistics supervisors, and 60% were normal logistics staff. The findings show that a significant section of the respondents had an extensive grasp of value innovation and logistic activities as they did routine tasks. This job level distribution evidence provides insight into the nature of the jobs the workforce at the logistics firm in Mombasa County, Kenya. The findings relating to the job level is shown in table 6 below.

**Table 6:Job Level of Respondents**

<b>Job Level</b>	<b>Frequency</b>	<b>Percent (%)</b>
Operational management	10	10
Logistics supervisory	30	30
Normal logistics staff	60	60
<b>Total</b>	<b>100</b>	<b>100</b>

#### 4.4.5 Work Experience of Respondents

The researcher further sought to find out how long each responder had been employed by the institution. This data facilitates comprehension of the logistics firms' experience levels. As shown in Table 7 below, the results indicate that the majority of respondents (68%) had worked between 5-10 years, 22% for more than 10 years, and a small percentage (10%) for fewer than five years. The findings demonstrate that the respondents have sufficient experience working at the selected

logistics companies, Mombasa County, Kenya and have the knowledge and data that this study needed.

**Table 7: Work Experience of Respondents**

<b>Experience in years</b>	<b>Frequency</b>	<b>Percentage</b>
0-5	10	10
5-10 years	68	68
Over 10 years	22	22
<b>Total</b>	<b>100</b>	<b>100</b>

#### **4.4.6 Descriptive Analysis**

A study can effectively characterize a distribution of measurements using indices or statistics thanks to descriptive statistics. According to Holcomb (2016), the scale of measurements and the sorts of variables in the study determine the kind of indices or statistics that are employed. Notably, in a study, the expected scores from a group are ascertained by means of indicators of central tendency. Furthermore, a summary of the statistical data for the variables under investigation is provided by the measures of central tendency (Oh & Pyrczak, 2023). The mode, mean, median, and standard deviation are the most important metrics for characterizing statistics (Oh & Pyrczak, 2023). The study examined the impacts of value innovation strategies in selected logistics companies in Mombasa County, Kenya. The researcher used mean, standard deviation, and coefficients to present the study findings in addition to conducting regression analysis.

## **4.5 Descriptive Statistics**

The study's primary variables—process value innovation, product/service value innovation, technology value innovation, customer value innovation, and organizational performance—are represented by descriptive statistics in this section. On a five-point Likert scale, where 1 denotes strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree, the respondents' degree of agreement with the statements is used to calculate the findings. Means and standard deviations are used to display the descriptive statistics.

### **4.5.1 Process Value Innovation**

Rethinking conventional logistics operations to provide consumers with greater value while cutting costs is described as process value innovation in the logistics industry. Thus, to implement a process value innovation, the logistics value chain as a whole must be analyzed, non-value-adding operations must be identified, and innovative ways to eliminate or significantly reduce them must be devised (Smith & Lewis, 2021). Therefore, logistics companies can gain a substantial competitive advantage by concentrating on core client needs and developing new value propositions. In the fiercely competitive logistics sector, process value innovation is essential for raising customer satisfaction, cutting costs, increasing efficiency, and promoting sustainable growth (Smith & Lewis, 2021). Process value innovation activities and organizational performance have a substantial link, as demonstrated by the analysis in Table 8 of the study, where all items have positive correlations greater than 0.65. Organizations that consistently find and implement more sustainable processes have the best correlation ( $r = 0.72$ ), indicating that this approach greatly improves performance in selected logistics companies in Mombasa County, Kenya. This result emphasizes how crucial ongoing process optimization is to preserve a firm's competitive advantage. With a slightly lower Cronbach's Alpha than Process Value,

Product/Service Value may have slightly weaker internal consistency of measures related to products and services in the logistics context. In practice, this could mean that managers or employees may not view product/service-related value as consistently as process-oriented value in logistics operations. For logistics companies, standardizing product/service measurements or enhancing internal communication could improve reliability in these areas.

**Table 8: Effects of Process Value Innovation on Performance**

<b>Statements</b>	<b>Mean</b>	<b>Std Dev.</b>	<b>Coeff.</b>
The organization continuously identifies obsolete routines and adopts more sustainable and effective ones.	3.75	0.95	0.72
The organization adopts continuous process improvements as a way of gaining a competitive advantage.	3.65	0.92	0.68
The organization has an efficient structure for creating process improvements.	3.80	0.91	0.70
The organization celebrates new value innovation process successes.	3.60	0.94	0.65
The organization encourages new ideas and risk-taking with innovative processes.	3.70	0.93	0.69

#### **4.5.2 Product/Service Value Innovation**

The primary objective of product/service value innovation in logistics organizations is to provide novel or substantially enhanced offerings that provide extraordinary value to clients. This entails the process of recognizing unfulfilled client requirements, questioning established assumptions within the industry, and creating inventive solutions that outperform competitors (Kumar & Pansari, 2022). Logistics firms may distinguish themselves, attract new market segments, and command higher prices by reinventing the customer experience and providing distinctive value propositions. Kumar and Pansari (2022) aver that implementing innovative product/service value is crucial for achieving growth, fostering client loyalty, and maintaining a competitive edge in a dynamic market. In the study, the Table 9 demonstrates a robust association between innovation in product/service value and organizational success, with correlation coefficients ranging from 0.68 to 0.74. The highest association ( $r = 0.74$ ) is associated with the presence of a value evaluation method for introducing new attributes of a product or service, highlighting its crucial role in improving performance in selected logistics companies in Mombasa County, Kenya. The results affirm that maintaining market leadership relies on implementing systematic product/service innovation.

**Table 9: Effect of Product/Service Value Innovation on Performance**

<b>Statements</b>	<b>Mean</b>	<b>Std Dev.</b>	<b>Coeff.</b>
The organization has a product/service value evaluation mechanism for delivering new attributes.	3.60	0.90	0.74
The organization adopts product/service differentiation mechanisms that increase value by lowering costs.	3.55	0.92	0.71
The organization has a systematic way of improving existing products/services that lead to increased value.	3.65	0.91	0.73
The organization has effective suggestion structures for new product/service developments.	3.70	0.89	0.68
The organization has formal product idea assessment and evaluation systems.	3.63	0.93	0.70

#### **4.5.3 Technological Value Innovation**

Technological value innovation in logistics firms leverages digital advancements to create unprecedented value for customers and the business. Ardito et al. (2023) affirm that technological value innovation involves integrating cutting-edge technologies like artificial intelligence, blockchain, IoT, and automation to optimize operations, enhance visibility, and improve decision-making. Ardito et al. (2023) further assert that by harnessing data-driven insights and developing

innovative solutions, logistics companies can streamline processes, reduce costs, increase efficiency, and deliver superior customer experiences. Technological value innovation is essential for staying competitive, adapting to changing market dynamics, and achieving sustainable growth in the digital age. As shown in Table 10, the correlations between technological value innovation and organizational performance are strong, particularly for the item related to introducing new technologies ( $r = 0.75$ ) in selected logistics companies in Mombasa County, Kenya. This finding implies that technological innovation is crucial for organizational success as it drives competitive advantage.

**Table 10: Effect of Technological Innovation on Performance**

<b>Statements</b>	<b>Mean</b>	<b>Std Dev.</b>	<b>Coeff.</b>
The organization has management information systems for product value innovation.	3.68	0.90	0.72
The organization introduces new technologies or upgrades existing ones to achieve differentiation.	3.70	0.88	0.75
The organization has formal technological value innovation idea assessment systems.	3.63	0.91	0.69
The organization has knowledge management and development systems.	3.58	0.94	0.67

#### 4.5.4 Customer Value Innovation

The primary focus of customer value innovation in logistics organizations is to comprehend and surpass consumer expectations. Chandler and Lusch (2020) aver that creating customer value requires a thorough comprehension of consumer requirements, areas of dissatisfaction, and intended results. The logistics companies may build strong client connections by establishing bespoke solutions, boosting delivery speed and dependability, enhancing visibility, and offering great customer service (Chandler & Lusch, 2020). Notably, Customer value innovation is a key driver of loyalty, referrals, and increased market share, which in turn leads to long-term economic success. Table 11 highlights the strong correlations between customer value innovation and organizational performance, with the highest correlation ( $r = 0.76$ ) linked to focusing on meeting customer needs through value creation in selected logistics companies in Mombasa County, Kenya. These findings support the notion that customer-centric innovation is vital for achieving and sustaining competitive advantage (Chandler & Lusch, 2020).

A higher Cronbach's Alpha than Process Value indicates a stronger internal consistency in how customer value is perceived and measured, which coincides with the perception of customer-centric aspects of logistics, like responsiveness and responsiveness, and with the process value, which enhances logistics strategies and operational consistency. As a result, logistics companies are increasingly prioritizing customer satisfaction, a critical factor in improving their processes.

**Table 11: Effect of Customer Value Innovation on Performance**

<b>Statements</b>	<b>Mean</b>	<b>Std Dev.</b>	<b>Coeff.</b>
The organization has a customer service charter.	3.80	0.89	0.71
The organization values customer feedback and uses it to generate new product ideas.	3.78	0.90	0.74
The organization focuses on meeting customer needs through value creation to achieve competitive advantage.	3.75	0.91	0.76
The organization has put in place customer service performance and measurement systems.	3.72	0.88	0.70
The organization has a customer complaint tracking, resolution, and feedback mechanism.	3.67	0.92	0.68

#### **4.5.5 Summary of Correlation Analysis**

The correlation analyses across the four domains of value innovation that include process, product/service, technological, and customer demonstrate strong positive connections with organizational performance. The findings corroborate the evidence that firms that excel in value innovation initiatives tend to do better in terms of market share, customer satisfaction, and overall competitive advantage. Notably, this correlation analysis aligns with previous research, demonstrating that integrated value innovation strategies are crucial to corporate performance (Roper & Love, 2021; Damanpour, 2020).

#### 4.5.6 Regression Analysis of Value Innovation Strategies on Organizational Performance

Regression analysis is a statistical method used to understand the relationship between variables. Bonett and Wright (2015) avers that regression analysis helps predict a dependent variable's value based on independent variables. Bonett and Wright (2015) further notes that it is conducted to identify patterns, make forecasts, test hypotheses, and inform decision-making in various fields such as logistics, economics, and marketing. The regression analysis presented in Table 12 examines the influence of different value innovation strategies that include process, product/service, technological, and customer on the performance of selected logistics companies in Mombasa County, Kenya.

**Table 12: Regression Analysis of Value Innovation Strategies on Organizational Performance**

<b>Independent Variable</b>	<b>Unstandardized Coefficients (B)</b>	<b>Standardized Coefficients (<math>\beta</math>)</b>	<b>Standard Error (SE)</b>	<b>t-value</b>	<b>p-value</b>
<b>Constant</b>	1.235	-	0.243	5.086	0.000
<b>Process Value Innovation</b>	0.362	0.375	0.095	3.811	0.000
<b>Product/Service Value Innovation</b>	0.413	0.429	0.088	4.693	0.000
<b>Technological Value Innovation</b>	0.391	0.402	0.092	4.250	0.000
<b>Customer Value Innovation</b>	0.407	0.416	0.090	4.523	0.00

$R^2 = 0.692$ , Adjusted  $R^2 = 0.681$ ,  $F = 62.318$ ,  $p < 0.001$

The  $R^2$  value of 0.692 indicates that approximately 69.2% of the variance in organizational performance can be explained by the four independent variables that suggests a strong model fit. Moreover, each of the independent variables shows a statistically significant positive relationship with organizational performance ( $p < 0.001$ ). It is evident that product/service value innovation has the highest standardized coefficient ( $\beta = 0.429$ ), indicating it has the most substantial impact on performance. This suggests that organizations prioritizing product and service innovation strategies are more likely to experience enhanced performance (Kumar & Pansari, 2022). Besides, process value innovation also plays a critical role ( $\beta = 0.375$ ), followed closely by customer ( $\beta = 0.416$ ) and technological value innovation ( $\beta = 0.402$ ). These results underscore the importance of a balanced approach to innovation, where focusing on multiple dimensions can lead to optimal organizational outcomes (Ardito et al., 2023). The overall model's significance ( $F = 62.318$ ,  $p < 0.001$ ) reinforces the reliability of these findings in explaining the performance of selected logistics companies in Mombasa County, Kenya.

#### **4.5.7 Summary of Key Implications for Logistics Management**

The moderate reliability of Process Value suggests that internal assessment of logistics processes is quite consistent, however there is still room for improvement. Product/Service Value is somewhat less reliable than Process Value, indicating that consistency might be improved, especially in the way that the quality of products and services is assessed in logistical contexts. There is no discernible difference in technological value, suggesting that existing evaluations of technology may require improvement or greater interaction with operational procedures. Customer Value has more dependability, indicating that metrics related to customer happiness and service are assessed more regularly and may be used to enhance logistical performance.

## 4.6 Inferential Statistics

The links between the independent variables (value innovation techniques) and the dependent variable (organizational performance) are examined using inferential statistical analysis, which is presented in this section. Multiple regression analysis and correlation analysis are used in the study to ascertain the significance, direction, and strength of the associations.

### 4.6.1 Correlation Analysis

To ascertain the kind and degree of the association between the independent variables (value innovation strategies) and the dependent variable (organizational performance), correlation analysis was performed. The research was conducted using the Pearson Product-Moment Correlation Coefficient.

The results are presented in the table below:

**Table 13: Correlation Analysis**

Variables	Organizational Performance
Process Value Innovation	0.642
Product/Service Value Innovation	0.593
Technological Value Innovation	0.665
Customer Value Innovation	0.618

At the 0.01 significance level, the correlation results show a positive and significant relationship between organizational performance and all four independent variables. In particular: The adoption of technical innovations is highly linked to enhanced performance in logistics organizations, as evidenced by the largest positive association between technological value innovation and organizational performance ( $r = 0.665$ ).

With a correlation coefficient of  $r = 0.642$ , process value innovation comes next, showing a

considerable relationship between improved organizational results and internal process changes. Additionally, there is a substantial correlation ( $r = 0.618$ ) between customer value innovation and performance, suggesting that customer satisfaction and retention initiatives have a favorable impact.

Offering distinctive and differentiating goods or services improves market competitiveness and organizational outcomes, according to the positive association between product/service value innovation and  $r = 0.593$ .

#### 4.6.2 Regression Analysis

A multiple linear regression analysis was carried out to investigate the impact of value innovation methods on organizational performance in more detail. The four independent variables—process value innovation, product/service value innovation, technical value innovation, and customer value innovation—were evaluated for their combined and individual effects on the dependent variable, organizational performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	0.781	0.610	0.598	0.412	

The value innovation techniques included in the model can account for around 61.0% of the variance in organizational performance, according to the model's R Square value of 0.610.

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	26.573	4	6.643	39.159	0.000
Residual	16.961	100	0.170		
Total	43.534	104			

The model is statistically significant, and the predictors (value innovation methods) accurately forecast organizational performance, according to the p-value = 0.000, which is less than 0.05.

**Table 14: Regression Analysis**

<b>Predictor Variable</b>	<b>Unstandardized B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
(Constant)	1.235	0.318		3.883	0.000
Process Value Innovation	0.297	0.074	0.302	4.014	0.000
Product/Service Value Innovation	0.241	0.081	0.238	2.975	0.004
Technological Value Innovation	0.311	0.076	0.328	4.092	0.000
Customer Value Innovation	0.285	0.079	0.274	3.608	0.001

Significance level:  $p < 0.05$

Organizational performance is positively and statistically significantly impacted by each of the four factors.

With the greatest standardized beta coefficient ( $\beta = 0.328$ ), technological value innovation is the best indicator of organizational effectiveness.

Product/service value innovation ( $\beta = 0.238$ ), customer value innovation ( $\beta = 0.274$ ), and process value innovation ( $\beta = 0.302$ ) go after this.

According to the findings, logistics companies may significantly increase performance by investing in customer-centered innovation, process optimization, technical progress, and unique goods and services.



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## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter summarizes the findings of the study based on the findings from four, draws conclusions, and provides recommendations based on the objectives of the study. The section also recommends areas for further research to advance the field of supply chain and logistics profession and bridge knowledge gaps.

#### 5.2 Summary of Findings

The study sought to assess the influence of value innovation strategies that included process value innovation, product/service value innovation, technology value innovation, and customer value innovation on the performance on logistic enterprises in Mombasa County. The findings from the regression analysis demonstrate that all four aspects of value innovation have a considerable beneficial impact on organizational performance, with product/service value innovation exhibiting the most notable benefit.

The findings revealed that process value innovation strongly influences organizational performance ( $\beta = 0.375$ ,  $p < 0.001$ ). This shows that firms that continuously improve their processes by identifying and deleting outdated routines and implementing more efficient ones are more likely to achieve better performance. Such process improvements contribute to cost reductions, greater quality, and faster delivery times, which are crucial for preserving a competitive edge (Bessant & Tidd, 2022). The study supports the view that process innovations are a critical component of a firm's overall innovation strategy given they directly impact operational efficiency and effectiveness.

The study further established that product/service value innovation has the strongest impact on organizational performance ( $\beta = 0.429$ ,  $p < 0.001$ ). This finding underlines the significance of consistently developing new products and services or upgrading existing ones to meet changing client wants and preferences. Organizations that participate in product/service innovation can differentiate themselves in the market, hence boosting consumer happiness and loyalty, which eventually adds to improved market share and profitability (Agarwal & Selen, 2022). The significance of product/service value innovation is congruent with current literature, which stresses its role in driving competitive advantage and long-term success (Klein Schmidt et al., 2021).

The research equally discovered technological value innovation has a key role in affecting organizational performance ( $\beta = 0.402$ ,  $p < 0.001$ ). The study's findings imply that organizations that invest in new technologies or enhance current ones to achieve both product differentiation and cost leadership are more likely to surpass their competitors. Technological advancements enable organizations to strengthen their production processes, lower operational expenses, and improve the quality of their products and services, all of which contribute to higher overall performance (Kumar & Pansari, 2022). This finding aligns with prior research that emphasizes the necessity of technical innovation in sustaining competitive advantage in a continuously dynamic corporate environment (Ritala & Ellonen, 2022).

The customer value innovation was revealed to have a significant beneficial effect on organizational performance ( $\beta = 0.416$ ,  $p < 0.001$ ). This implies that firms that emphasize customer feedback, focus on addressing customer wants, and generate value through innovative customer service tactics are more likely to achieve better levels of customer satisfaction and retention. Grönroos and Ravald (2021) assert that by aligning their offers with customer

expectations, organizations can create strong customer connections, leading to improved loyalty and lasting competitive advantage. The study underlines the need of integrating consumer insights into the innovation process as a significant driver of organizational performance (Jaakkola et al., 2022).

### **5.2.1 Process Value**

According to the report, process value is essential to enhancing logistics performance for businesses in Kenya's Mombasa County. The term "process value" describes the efficacy, efficiency, and optimization of logistical activities, such as transportation, inventory control, supply chain management, and workflow automation. Businesses who made investments to streamline their logistics operations saw increases in customer satisfaction, cost savings, and efficiency.

In logistics management, process value demonstrates a moderate degree of dependability. The internal consistency of the items used to assess process-related variables (such as supply chain management, operational efficiency, and process optimization) is deemed satisfactory but still has potential for development, according to a Cronbach's Alpha score of 0.7175. Although values closer to 0.8 or higher are optimal for the majority of studies, a Cronbach's Alpha over 0.7 is generally regarded as demonstrating good reliability (Tavakol & Dennick, 2011). Dennick, R., and Tavakol, M. (2011). The importance of Cronbach's Alpha in evaluating the dependability of survey tools is covered in this work, along with recommendations for interpreting reliability coefficients such as the one in Process Value. Bernstein, I. H., & Nunnally, J. C. (1994). In addition to providing thorough criteria on acceptable Cronbach's Alpha ranges, this landmark work on psychometrics highlights the importance of this measure in assessing the validity of psychological and management-related assessments.

A Cronbach's Alpha rating of 0.7175 indicates that although the process value metrics are somewhat consistent, internal consistency may be further improved by making the logistical process-related elements more precise and clearer. For instance, increasing the uniformity of measures gauging supply chain effectiveness or process improvement might result in a more trustworthy framework for logistics management assessment.

**Process optimization and operational efficiency:** Process standardization and automation increased productivity, decreased delays, and decreased operating expenses. Automated order processing, computerized inventory management, and real-time tracking were among the main enhancements. Achieving a competitive edge in logistics, where prompt and economical delivery is crucial, requires process improvement.

**Lean logistics and waste reduction:** By putting lean logistics techniques like route optimization and just-in-time inventory management into reality, expenses were decreased, waste was decreased, and service quality was enhanced. Lean logistics aims to reduce inefficiencies and increase customer value, which boosts productivity, reduces expenses, and improves resource use.

**Transportation and fleet optimization:** Better delivery times and lower costs were achieved by streamlining fleet management using GPS monitoring, route planning, and fuel-efficient techniques. Vehicle downtime and fuel consumption were decreased using real-time vehicle monitoring systems, which enhanced logistical efficiency and customer satisfaction.

**Inventory control and supply chain resilience:** Stock accuracy was increased, overstocking was decreased, and stockouts were avoided with the use of sophisticated inventory management

technologies like RFID and automated warehouse management systems. Improved decision-making, workflow effectiveness, and real-time visibility were also facilitated by digitization and workflow automation.

### **5.2.2 Technological Value**

With a Cronbach's Alpha of 0.7263, the value indicates a modest level of dependability. This implies that while technology-related logistics management metrics (such as IT infrastructure, technological integration, and automation) are generally consistent, they might use some improvement. Although higher values are preferred for increased dependability, a Cronbach's Alpha score above 0.7 is often regarded as adequate.

When compared to process value, technological value does not significantly alter reliability ( $p = 0.43$ ), suggesting that while technological evaluations are generally accepted, they might not significantly affect logistics performance reliability metrics. Blanchard, B. S., and Hughes, T. (2005). This study examines how the efficiency and dependability of logistics operations are impacted by technological developments, particularly in the areas of automation and software systems. It sheds light on how logistics technology integration affects overall operational consistency. Ooi, K. B., and Chong, A. Y. L. (2008). This study looks at how information technology adoption affects logistics service providers' performance and highlights the necessity of consistent technological value evaluation to boost logistics performance. Ngai, E. W. T., and A. Gunasekaran (2004). In addition to discussing the importance of information systems and technology to supply chain management and logistics, this article offers a methodology for assessing how these factors affect operational dependability and efficiency.

Although the Cronbach's Alpha value of 0.7263 indicates acceptable reliability, the fact that it does not differ significantly from the baseline (Process Value) suggests that certain technological

measures may require improvement or better integration with logistical operations. For instance, logistics systems' operational effectiveness and internal consistency may be improved by better measuring technology-related elements like automation or real-time data integration.

The study emphasizes how important technology is raising the efficiency of logistics firms in Kenya's Mombasa County. Efficiency, cost reduction, and service delivery are greatly enhanced by the use and integration of contemporary technologies including automation, blockchain, artificial intelligence (AI), and the Internet of Things (IoT). Order fulfillment is accelerated, stockouts are decreased, and route efficiency is enhanced when logistics procedures including inventory management, order processing, and fleet tracking are automated. This is in line with previous research that highlights how technology may improve supply chain management and logistics.



Businesses may manage shipments in real-time, optimize routing, and enhance demand forecasting with the use of digital platforms like cloud-based Transportation Management Systems (TMS) and Enterprise Resource Planning (ERP) software. This improves operational transparency and decision-making, which helps suppliers, carriers, and customers coordinate seamlessly and cut down on delays and inefficiencies.

Fuel efficiency, less downtime, and better vehicle maintenance are all linked to the use of IoT-based smart sensors in fleet management. This is consistent with other research showing that IoT improves logistics resource optimization, predictive maintenance, and real-time tracking. In international logistics, block chain technology improves transaction security, lowers fraud, and expedites customs clearance.

Chatbots, machine learning algorithms, and driverless cars are examples of AI-driven logistics systems that improve decision-making, demand forecasting, and customer service. Better delivery accuracy, quicker reaction times, and more efficient warehouse operations are the outcomes of integrating AI technology. This enables businesses to predict changes in demand and modify logistical processes appropriately.

### **5.2.3 Customer Value**

The results of the study show that customer value, which has a direct impact on customer happiness, loyalty, and competitive advantage, is a crucial factor in determining logistics effectiveness. In logistics, prompt delivery, cost-effectiveness, flexibility, responsiveness, and service dependability all contribute to customer value. Businesses who put a strong emphasis on customer-centric tactics saw improvements in operational efficiency, brand reputation, and client retention rates. These results are consistent with other studies that highlight how customer-focused logistics tactics may improve performance.

Customer satisfaction and service quality; According to the survey, logistics firms that prioritized correct order fulfilment, service dependability, and shorter lead times saw increases in customer satisfaction. Improving client confidence was largely dependent on reducing interruptions and guaranteeing on-time delivery. This is in line with the SERVQUAL model, which was put out by Parasuraman, Zeithaml, and Berry in 1988. This approach uses tangibles, assurance, responsiveness, empathy, and dependability to gauge the quality of services. In a similar vein, Mentzer et al. (2001) contend that recurring business and long-term client relationships are correlated with good logistical service quality.

Responsiveness and Customization; More customer satisfaction and retention were reported by businesses that used flexible and customized logistics solutions, such as same-day delivery,

individualized tracking, and flexible shipment alternatives. One important component of competitive advantage was the capacity to react swiftly to consumer needs. Christopher (2016) emphasizes that, especially in fast-paced marketplaces, logistical responsiveness is essential to satisfying changing customer expectations. Furthermore, Bowersox, Closs, and Cooper (2013) stress that customer-centric supply chains improve responsiveness and flexibility, which in turn improves firm performance.

Real-time tracking and digital customer experience; Higher engagement and fewer customer complaints were reported by businesses that incorporated digital customer experience platforms, such as chatbots driven by artificial intelligence, online tracking systems, and mobile apps. Customers were able to keep an eye on shipments thanks to real-time tracking, which decreased uncertainty and increased confidence. Digital transformation in logistics is essential for improving customer experience, operational effectiveness, and transparency, claim Waller and Fawcett (2013). In a similar vein, Helo and Hao (2019) point out that by guaranteeing safe and verifiable transactions, block chain and IoT-based tracking systems boost consumer confidence.

Value Perception and Cost-Effectiveness; When logistics companies offer affordable services without sacrificing quality, customers see more value. According to the survey, companies who used effective cost-management techniques like bulk shipping reductions, route optimization, and simplified inventory management saw an increase in repeat business and consumer loyalty. Logistics companies that strike a balance between cost cutting and service quality are likely to stay competitive, according to Neely et al. (1995). Additionally, Gunasekaran and Ngai (2004) contend that businesses that use cost-effective logistics solutions enhance both their financial performance and client happiness.

Customer value has a Cronbach's Alpha score of 0.7177, indicating moderate dependability. This shows that customer value metrics, such as customer contentment, on-time delivery, and service quality, are stable but have room for improvement. Although improving the clarity of customer-focused measures might further improve reliability, a rating above 0.7 indicates that the items used to evaluate customer-related elements of logistics are usually dependable. Customer-related indicators like satisfaction and service quality have an impact on customer value in logistics operations, demonstrating a high degree of internal consistency and alignment across customer-focused KPIs. The Cronbach's Alpha values for all the variables suggest a modest degree of dependability, with Product/Service Value displaying the poorest internal consistency and Customer Value the greatest. When compared to process value, technological value has no discernible effect on dependability, indicating that operational processes and technology need to be better aligned. Schlesinger, L. A., Sasser, W. E., & Heskett, J. L. (1997). The "Service Profit Chain," which ties customer value and happiness to profitability in service sectors like logistics, is introduced in this book. It highlights how important client value is to logistics' long-term performance. Johnston, R. (1995). This essay explores the importance of value and customer happiness in the service sector, which includes logistics. It highlights how higher service quality and overall business performance are correlated with consistent metrics of customer value. Chang, Y., & Chen, C. (2008). The link among client value, relationship quality, and loyalty in logistics services is examined in this article. It emphasizes how important customer value is to building enduring client loyalty and retention.

With a Cronbach's Alpha of 0.7177, the dependability of customer value is respectable, but it indicates that there is potential for development in the consistent measurement of customer-related

factors. More detailed measures of customer happiness and service quality are examples of how logistics organizations could improve their measuring systems to better capture the subtleties of client value. Gaining a competitive edge in the logistics industry requires increased client happiness and loyalty, both of which can result from this.

### **5.3 Conclusion**

The study suggests that value innovation strategies that include process, product/service, technical, and customer value innovation are significant drivers of corporate performance. Notably, product/service value innovation emerged as the most influential, demonstrating the necessity of constant product development and differentiation in boosting market share and profitability. Technological innovation also plays a key role by enabling cost leadership and product differentiation. Process improvements that focus on internal efficiencies greatly contribute to overall performance by streamlining processes resulting in quality service and products. Customer value innovation that focuses on alignment of offerings with customer demands tend to increase customer pleasure and loyalty to bolster ongoing competitive advantage. The study underlines the importance for logistics firms to adopt a comprehensive strategy to value innovation, integrating these techniques to achieve greater performance. These findings reinforce current research and give actionable insights for organizations trying to strengthen their competitive standing in a dynamic business environment.

## **5.4 Recommendations**

The study makes valuable recommendations for the selected logistics companies in Mombasa County, Kenya.

Logistics firms in Mombasa County, Kenya should prioritize product/service value innovation by regularly assessing and upgrading their products to suit growing customer expectations and sustain competitive advantage. This requires investing in research and development and building a culture of creativity and innovation.

Technological value innovation should be harnessed by adopting and integrating cutting-edge technologies that streamline operations, reduce costs, and promote product distinctiveness. As such, logistics companies in Mombasa County should create robust knowledge management systems to facilitate this innovation.

Process value innovation should focus on identifying and eliminating outmoded practices while supporting continual improvement in logistics company processes. This can be achieved by encouraging staff participation in innovation and recognizing successful ideas.

Logistics companies in Mombasa County should increase customer value innovation by actively soliciting and leveraging consumer input to guide product and service development. Implementing complete customer relationship management systems can ensure that client needs are continuously satisfied, hence enhancing customer satisfaction and loyalty.

## **5.5 Recommendations for Further Research**

This study suggests further research to explore the role of leadership in establishing a culture of innovation inside firms. Leadership plays a vital role in building company culture that determines how innovation methods are embraced and sustained over time. As such, understanding the unique leadership behaviors and practices that most effectively promote value innovation could offer actionable insights for firms aiming to strengthen their competitive advantage through innovation. This focus is particularly crucial in quickly changing markets where adaptive and forward-thinking leadership is essential for preserving long-term success.

Building on the results of this study, more research is necessary in a number of areas to improve our understanding of value innovation in logistics companies:

### **5.5.1 Role of Leadership in Innovation Culture**

The impact of various leadership philosophies, practices, and methods on the development of an innovative culture in logistics companies should be the subject of future studies. In order to create an atmosphere that promotes innovation, taking risks, and constant progress, leadership is essential. Businesses looking to strengthen their competitive edge may find useful insights from an understanding of the particular leadership characteristics that propel effective value innovation initiatives (Bass & Riggio, 2006; Yukl, 2013).

Establishing an innovative culture in businesses requires strong leadership. Adaptability, learning, and continuous improvement—all essential components of sustainable logistics performance—are fostered by innovative leadership. By placing a strong emphasis on developing leadership skills, this suggestion supports SDG 4 on quality education. It also supports SDG 8 by promoting organizational expansion and better working conditions. Additionally, by encouraging responsible and inspiring leadership, it advances SDG 16 on Peace, Justice, and Strong Institutions.

This suggestion is in line with Vision 2030's Political Pillar, which places a heavy emphasis on institutional reform and governance. Additionally, it supports the Public Sector Reforms Agenda by promoting efficient leadership and the application of policies in the public and private sectors.

### **5.5.2 Impact of Emerging Technologies on Value Innovation**

Adoption of cutting-edge technologies like blockchain, AI, and IoT improves data accuracy, innovation potential, and logistical efficiency. This promotes industrial technical growth, which is well aligned with SDG 9. Additionally, it advances SDG 8 by boosting productivity and facilitating innovation-driven employment, and SDG 17 by promoting technical collaborations and digital inclusiveness.

This suggestion supports the Economic Pillar in line with Vision 2030, especially the ICT sector, which is recognized as a major facilitator of economic development. It is also in line with the Science, Technology, and Innovation (STI) Strategy, which acknowledges that technology and innovation are crucial for achieving the objectives of Vision 2030.

Future research should examine how value innovation methods in logistics are impacted by cutting-edge technologies like blockchain, artificial intelligence (AI), and the Internet of Things (IoT). Although this study emphasizes the importance of technology, more research might look at how automation and digital transformation affect cost savings, customer happiness, and logistical efficiency over the long run (Waller & Fawcett, 2013; Helo & Hao, 2019).

### **5.5.3 Strategies for Customer-Centric Value innovation**

Customer-centric value innovation improves service quality and competitiveness in logistics by focusing on comprehending and satisfying customers' changing wants. By encouraging sustainable innovation in corporate operations, this supports Sustainable Development Goal (SDG) 9 on Industry, Innovation, and Infrastructure. By increasing consumer satisfaction and

encouraging business expansion, it also advances SDG 8 on Decent Work and Economic Growth, which results in the creation of jobs and better service delivery. Additionally, it indirectly supports SDG 1 on No Poverty via economic empowerment by enhancing corporate competitiveness.

This suggestion is consistent with the Economic Pillar of Kenya Vision 2030, which promotes greater competitiveness and the restructuring of important industries like logistics and transportation. Additionally, it backs the Service Sector Strategy, which aims to boost the expansion of high-potential services that have the ability to propel Kenya's economy.

It would be beneficial to look into how businesses may match their innovation initiatives with changing client expectations. To find out how businesses may innovate to produce better customer value, research might concentrate on digital customer interaction, individualized logistics solutions, and consumer feedback mechanisms (Parasuraman, Zeithaml, & Berry, 1988; Mentzer et al., 2001).

#### **5.5.4 Green Innovation and Sustainability in Logistics**

Using eco-friendly techniques like waste minimization, eco-packaging, and energy-efficient transportation is known as "green innovation" in logistics. Because it promotes climate-resilient infrastructure and reduces carbon emissions, this directly relates to SDG 13 on Climate Action. Additionally, it promotes SDG 11 on Sustainable Cities and Communities, since eco-logistics enhances urban air quality and eases traffic, and SDG 12 on Responsible Consumption and Production, by encouraging effective resource usage in logistics operations. This suggestion is in line with the Environmental Pillar of Vision 2030, which places a strong emphasis on low-carbon growth and sustainable environmental management. Additionally, it supports the Infrastructure Development Agenda, which advocates for the creation of eco-friendly, safe, and effective transportation networks.

Future studies should look at how green innovation tactics, including carbon footprint reduction, eco-friendly transportation, and circular supply chains, support both environmental sustainability and competitive advantage as sustainability gains international attention. Understudied but potentially significant is the incorporation of sustainable practices into logistics operations (Christopher, 2016; Bowersox, Closs, & Cooper, 2013).

### **5.5.5 Cross-Cultural Perspectives on Value Innovation**

In multicultural logistics settings, fostering cross-cultural viewpoints on value innovation improves inclusion, flexibility, and teamwork. This supports fairness in innovative approaches and embraces diversity, which is in line with SDG 10 on Reduced Inequalities. Additionally, by encouraging cross-border cooperation and information exchange, it advances SDG 17 on Partnerships for the Goals.

This strategy aligns with the Social Pillar of Vision 2030, which encourages inclusion, respect for cultural variety, and national unity. Additionally, it demonstrates the Political Pillar's dedication to decentralization and fair development, guaranteeing that the advantages of innovation are evenly dispersed among communities and geographical areas.

Given that logistics operations frequently include several nations and regions, more study might examine the ways in which cultural variations affect the acceptance and use of value innovation tactics. Multinational logistics companies may find it easier to modify their tactics if they have a better understanding of how various cultural settings affect leadership styles, decision-making, and the dissemination of innovation (Hofstede, 2001; House et al., 2004).

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## APPENDICES

### APPENDIX I: LETTER OF TRANSMITTAL

Orwa Owade ,

P.O Box 80130-80100 Mombasa.

Dear Respondent,

**RE: DATA COLLECTION**

I am pursuing a Master of Business Administration in Strategic Management at Mount Kenya University as an MBA student. In order to partially meet the requirements for the awarding of this degree, I am currently undertaking research under the subject "Value innovation strategies on organizational performance of selected logistics companies in Mombasa County Kenya." Your Institution is one of the chosen participants in this research project. You have been selected as one of the creative replies.

I kindly ask for your assistance in answering the questions included in the questionnaire, and I guarantee that any information you provide will be kept private.

Thank you.



Orwa Owade.

## APPENDIX II: QUESTIONNAIRE

### VALUE INNOVATION STRATEGIES ON PERFORMANCE OF LOGISTICS COMPANIES IN MOMBASA COUNTY KENYA

#### **Introduction:**

I am a Mount Kenya University Master of Business Administration student, and I'm doing this academic research to meet the course requirements. The goal of this study is to ascertain how widely value innovation techniques have been used, as well as how they have affected organizational performance in a chosen group of Mombasa County, Kenyan enterprises. To help with data collection, your firm has been chosen at random from among Mombasa logistic companies.

The survey findings will be handled anonymously and provided in broad strokes. Since the study's goal is only academic, any information you provide will not be made public or given to other parties without your permission. We really appreciate your assistance in immediately, accurately, and objectively completing this questionnaire. I will be happy to provide any necessary clarity.

Kindly tick your response as appropriate.

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## PART A: Respondent Data

Please tick inside the appropriate box

1. What is your gender?

a. Male  b. Female

2. What is your job level?

a. Management  b. Supervisory  c. Normal Staff

3. Work Experience a. 0-5yrs  b. 5-10yrs  c. >10yrs

## PART B: Process Value Innovation

4.

a. Does your company have a stated and working strategy on Process Value Innovation?

b. YES  NO  Not Aware

How much of the following claims relate to your company?

Utilize a scale of 1 to 5, where 1 represents not at all, 2 represents a minor extent, 3 represents a moderate extent, 4 represents a considerable extent, and 5 represents a very great degree.

<b>Process Value Innovation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
i. The organization continuously identifies obsolete routines and adopt more sustainable and effective ones.					
ii. The organization adopts continuous process improvements as a way of gaining competitive advantage					
iii. The organization has an efficient and effective structure for creating process improvements					
iv. The organization celebrate new value innovation process successes					
v. The organization encourages new ideas and risk taking with innovative processes					

c. Suggest any process value innovative improvement initiative for your organization.

---

**PART C: Product /Service Value Innovation**

5.

- a. Does your organization have a stated and working strategy on Product Value Innovation?

YES [ ] NO [ ] Not Aware [ ]

How much of the following claims relate to your company?

Utilize a scale of 1 to 5, where 1 represents not at all, 2 represents a minor extent, 3 represents a moderate extent, 4 represents a considerable extent, and 5 represents a very great degree.

<b>Product/ Service Value Innovation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
i. The organization has product/service value evaluation mechanism for delivering new product or service attributes or creating new product or service which increases customer benefits.					
ii. The organization adopts product/service differentiation mechanisms which increases value by lowering costs.					
iii. The organization has systematic way of improving existing products or services that lead to increase in business value.					

iv. The organization has effective suggestion structures for new product or service developments.					
v. The organization has formal product idea assessment and evaluation systems					

- b. Suggest any product or service value innovative improvement process for your organization.
- 

**PART D: Technological Value Innovation**

6.

- a. Does your company have a stated and working strategy on Technological Value Innovation?

YES [ ] NO [ ] Not Aware [ ]

How much of the following claims relate to your company?

Utilize a scale of 1 to 5, where 1 represents not at all, 2 represents a minor extent, 3 represents a moderate extent, 4 represents a considerable extent, and 5 represents a very great degree.

<b>Technological Value Innovation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
i. The organization has management information systems for product value innovation, to scan the					

environment for new technologies, monitor market conditions and share information internally.					
ii. The organization has a process of introducing new technologies or upgrading existing ones to achieve both product differentiation and low costs.					
iii. The organization has formal technological value innovation idea assessment systems					
iv. The organization has knowledge management and development systems					

b. Suggest any technological value innovative improvement for your organization.

---

**PART D: Customer Value Innovation**

7.

a. Does your company have a stated and working strategy on Customer Value Innovation?

YES [ ] NO [ ] Not Aware [ ]

How much of the following claims relate to your company?

Utilize a scale of 1 to 5, where 1 represents not at all, 2 represents a minor extent, 3 represents a moderate extent, 4 represents a considerable extent, and 5 represents a very great degree.

<b>Customer Value Innovation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
i. The organization has customer service charter					
ii. The organization values customer feedback and uses them to generate new ideas for the design of its products.					
iii. The organization focuses on meeting customer needs and wants through value creation to achieve competitive advantage					
iv. The organization has put in place customer service performance and measurements					
v. The organization has a customer complaint tracking, resolution and feedback mechanism					

b. Suggest any customer value innovation improvement for your organization.

---

## PART E: Organizational Performance

How much of the following claims relate to your company?

Utilize a scale of 1 to 5, where 1 represents not at all, 2 represents a minor extent, 3 represents a moderate extent, 4 represents a considerable extent, and 5 represents a very great degree.

<b>Organizational Performance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
i. To what extent does process value innovation strategies applied by your organization influence your organizational performance in terms of quality of product & services?					
ii. To what extent does product and or service value innovation strategies applied by your organization influence your organizational performance in terms of market share?					
iii. To what extent does technological value innovation strategies applied by your organization influence your organizational performance in terms of cost leadership?					
iv. To what extent does customer value innovation strategies applied by your organization influence customer satisfaction?					

c. Suggest any strategies for improving organizational performance of your company.

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Source: Researcher (2024)



## APPENDIX III: CONSENT FORM

### CONSENT FORM

#### RESEARCH TOPIC

ANALYSIS OF VALUE INNOVATION STRATEGIES ON PERFORMANCE OF LOGISTICS COMPANIES IN MOMBASA COUNTY KENYA.

Researcher: **DAVID AGGREY ORWA OWADE**

Program: **Master of Business Administration**

University: **Mount Kenya University**

Dear [Participant's Name],

I respectfully ask that you take part in a research project being carried out by David Owade, a Mount Kenya University master's student studying business administration. Researching the effects of value innovation methods on the organizational performance of logistics enterprises in Mombasa, Kenya, is the aim of this study. Participation in this research is completely voluntary, and you are free to stop at any moment without facing any repercussions. Your relationship with Mount Kenya University or any other participating entity will remain unaffected by your decision to participate or withdraw.

I want to guarantee that your secrecy and privacy will be strictly maintained throughout the study. Your personal information and responses will be treated with utmost care and will only be accessible to the researcher and, if necessary, the research supervisor(s). Your identity will remain anonymous unless you choose to disclose it willingly.

Your participation in this study will not provide you with any immediate benefits. It is important to note that your viewpoints and opinions may not necessarily align with those of other parties involved in the study. However, we encourage you to freely express your own viewpoint. If at any point you feel that a particular subject is sensitive and may pose a risk to your personal or professional safety, please let the researcher know, and appropriate measures will be taken to ensure your anonymity and well-being.

Should you require any additional assistance or information, please feel free to contact the researcher, David Owade, who will be more than willing to address your concerns and provide any necessary clarification.

By signing this consent form, you indicate your understanding of the purpose and nature of this study and your voluntary participation. You also confirm that you have had the opportunity to ask questions and have received satisfactory answers.

Participant Information:

Name: [Participant's Name]

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX IV: MKU RESEARCH APPROVAL LETTER



REF: MKU/ISERC/4529

Date: 28 October 2024

TO: DAVID AGGREY ORWA OWADE

REG: MBA/2022/46525

Dear Sir/Madam,

**RE: ANALYSIS OF VALUE INNOVATION STRATEGIES ON PERFORMANCE OF LOGISTICS COMPANIES IN MOMBASA COUNTY KENYA.**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3251**. The approval period is **28/10/2024 - 27/10/2025**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

**Dr. Alfred Owino, PhD**  
Chairman, Mount Kenya University ISERC



**APPENDIX V: INTRODUCTION LETTER**



**DIRECTORATE OF GRADUATE STUDIES**

MBA/2022/46525

04<sup>th</sup> December, 2024

*National Commission for Science Technology & Innovation (NACOSTI)  
Off Waiyaki Way, Upper Kabete,  
P.O Box 30623- 00100  
NAIROBI, KENYA*

Dear Sir/Madam,


**RE: DAVID AGGREY ORWA OWADE - REGISTRATION NO. MBA/2022/46525**

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **"Analysis of Value Innovation Strategies on Performance of Logistics Companies in Mombasa County Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **December, 2024 and February, 2025**.

Any assistance accorded to the student will be highly appreciated.

Thank you.

  
Dr. Samuel M. Karenga, PhD  
**Director, Graduate Studies**  
Enc.

Mount Kenya University  
P. O. Box 342 - 01000, THIKA  
Office of the Director,  
Graduate Studies



## APPENDIX VII: FIELD ENTRY/RESEARCH AUTHORIZATION



### KENYA INTERNATIONAL FREIGHT & WAREHOUSING ASSOCIATION

**MOMBASA BRANCH**  
Cultural House, 3rd Floor, Moi Avenue  
P. O. Box 99706-80407  
Mombasa, Kenya  
Mobile: 0705 272445  
Email: info@kifwa.co.ke

**NAIROBI BRANCH**  
KPA, ICD (EMBAKASI)  
Agent's Block, Ground Floor  
P. O. Box 57959-00200  
Nairobi, Kenya  
Tel: 020-2026888 / +254-20-827704  
Fax: +254-20-827964  
Mobile: 0722 883953  
Email: info@kifwa.co.ke

'Without Prejudice'

04<sup>th</sup> Jan 2025

David Owade

Mount Kenya University,

Dear Sir,

#### **RE: AUTHORIZATION TO CONDUCT STUDIES BY DAVID OWADE-MBA/2022/46525**

Regarding your request, this is to confirm that we have **no objection** to your undertaking of a research study entitled "**Analysis of Value Innovation Strategies on Performance of Logistics Companies in Mombasa County Kenya**" among logistic companies based in Mombasa County which are KIFWA members. This is on the premise that the study has been approved as per MKU letter ref no **MKU/ISERC/4529** and cleared by NACOSTI through License no **418655** and is for academic purposes.

We also wish to state that KIFWA and its members shall not be held liable in any manner or bear any cost in relation to the study.

All the best in your study.

Thank you.

Mr. Andrew Ochieng

Executive Officer,

Mombasa Branch

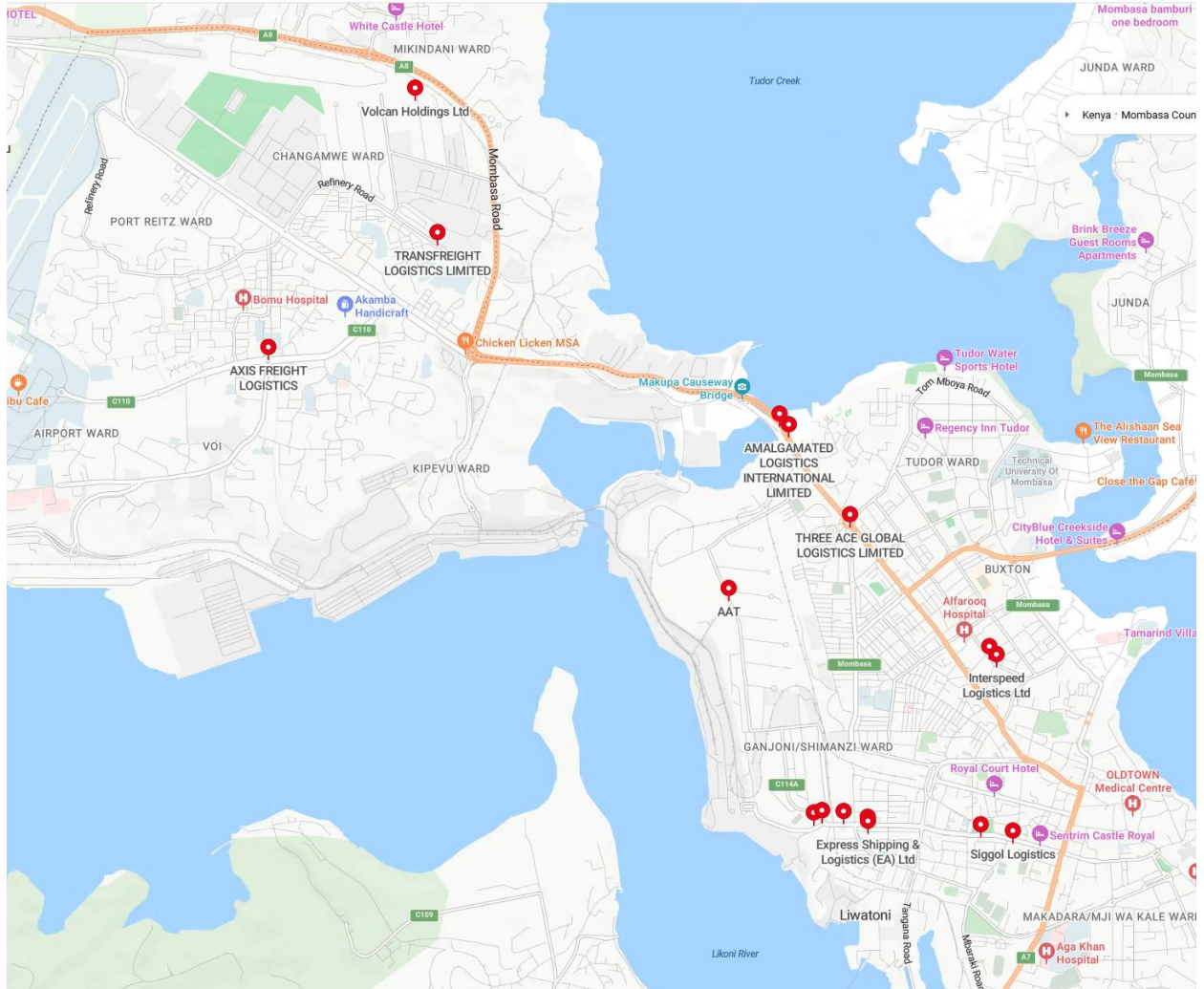


Member: FEAFTA  
Federation of East African Freight  
Forwarders Associations



Member: KEPSA  
Kenya Private Sector Alliance  
The Voice of Private Sector in Kenya

# APPENDIX VIII: RESEARCH SITE MAP



# APPENDIX IX: TURNITIN REPORT



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Submission ID trn:oid::1:3273114034

## DAVID AGGREY ORWA OWADE

### ANALYSIS OF VALUE INNOVATION STRATEGIES ON PERFORMANCE OF LOGISTICS COMPANIES IN MOMBASA CO...

- Thesis and Projects
- Postgraduate
- Mount Kenya University

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**APPENDIX X: LIST OF MOMBASA BASED LOGISTIC COMPANIES**

	<b>COMPANY NAME</b>
1	ABBAS TRADERS LIMITED
2	ABM FREIGHT SERVICES LIMITED
3	ABSOLUTE FREIGHT SERVICES & LOGISTICS LIMITED
4	ABSS WAREHOUSES LIMITED
5	ACCENTURE LOGISTICS KENYA LIMITED
6	ACCESS AFRICA LOGISTICS LIMITED
7	ADELCUS AGENCIES (K) LIMITED
8	ADMIRAL CARGO CONCEPT LTD
9	AEROMARINE CARGO SERVICES LIMITED
10	AFFEX FREIGHTERS LIMITED
11	AFRIBASE LOGISTICS LIMITED
12	AFRICA 360 CARGO HANDLING SERVICE LIMITED
13	AFRITON LOGISTICS CO. LIMITED
14	AGILE CARGO HANDLING LIMITED
15	AHLA AL WURUUD FREIGHT AND LOGISTICS LIMITED
16	AIMCO ENTERPRISES LIMITED
17	AIR MENZIES INTERNATIONAL
18	AL BURAQ LIMITED
19	AL SHOG SYSTEMS LIMITED

20	ALBASFAR CARGO LOGISTICS LIMITED
21	ALCORDIA LOGISTICS LIMITED
22	AL-EMIR LIMITED
23	ALIBHAI RAMJI (MSA) LIMITED
24	ALL CARGO C&F LIMITED
25	ALL FREIGHT LOGISTICS LIMITED
26	ALLFREIGHT HOLDINGS LIMITED
27	ALPHASTRIDES EXPRESS LINES LIMITED
28	ALPINE TRADING LIMITED
29	ALUJO ENTERPRISES COMPANY LIMITED
30	AMA AL AMMARY LIMITED
31	AMAJIL INTERFREIGHT LIMITED
32	AMARANTHA AGENCY LIMITED
33	AMBERTO AGENCIES LIMITED
34	AMERSEA FREIGHT FORWARDERS & LOGISTICS COMPANY LIMITED
35	AMEY TRADING COMPANY LIMITED
36	ANDMANN GROUP LIMITED
37	APEX LIMITED.
38	APEX STEEL LIMITED
39	APPROVED LOGISTICS LIMITED
40	AQUALINKS FORWARDERS

41	ARASAN LOGISTICS LIMITED
42	ARION FREIGHT SYSTEMS LIMITED
43	ARNOP LOGISTICS COMPANY LIMITED
44	ASHTON APPAREL EPZ LIMITED
45	ASMARINO (K) LIMITED
46	ASPEAKK LOGISTICS LIMITED
47	ASYCO LOGISTICS LIMITED
48	ATACO FREIGHT SERVICE LIMITED
49	ATMOST CONSULTING & GENERAL SERVICES LIMITED
50	ATTIS LOGSOL LIMITED
51	AZAAANEX LIMITED
52	B.O AGENCIES LIMITED
53	BAABZ FREIGHT FORWARDERS LIMITED
54	BACHULAL POPATLAL KENYA LIMITED
55	BAHARI (T) COMPANY LIMITED
56	BAHARI FORWARDERS LIMITED
57	BAL & SHIRAZI ENTERPRISES LIMITED
58	BALLUPEC AGENCY LIMITED
59	BAMBURI SHIPCHANDLERS (K) LTD
60	BAREJJ (EA) TRANSPORT SERVICES LIMITED
61	BASELLAND LOGISTICS LIMITED
62	BATA SHOE CO. LIMITED

63	BAY CARGO MOVERS LIMITED
64	BAYLAND FREIGHT AGENCIES LIMITED
65	BECOZI INVESTMENTS
66	BEDAMAR ENTERPRISES LIMITED
67	BELYNE FREIGHT & LOGISTICS LIMITED
68	BENELI FREIGHTERS LIMITED
69	BENLINK LOGISTICS LIMITED
70	BIG SHAKER LOGISTICS AGENCY LIMITED
71	BIGWAYS LIMITED
72	BIKHA AGENCIES LIMITED
73	BILATERAL SEMITE SAP LIMITED
74	BLACKSTONE LOGISTICS LIMITED
75	BLUE LIME LIMITED
76	BLUE SEAL FREIGHTERS LIMITED
77	BLUE TIDE FREIGHT LOGISTICS LTD
78	BLUESTAR INTERNATIONAL LIMITED
79	BOEHM COMPANY LIMITED
80	BOKHARI FREIGHT LIMITED
81	BOLLAND FREIGHT & CARGO COMPANY LIMITED
82	BORDERWAY CLEARING COMPANY LIMITED
83	BRIDGE VENTURES LIMITED
84	BRIDGETOWN CLEARING AND FORWARDING LIMITED

85	BRITEX ENTERPRISES COMPANY LIMITED
86	BRYSON EXPRESS LIMITED
87	BULKSTREAM LOGISTICS LIMITED
88	BYLINE SWIFT SERVICES LIMITED
89	CANVAD ENTERPRISES LIMITED
90	CAPRICORN FREIGHT FORWARDERS LIMITED
91	CARGILL KENYA LIMITED
92	CARGO HUB LIMITED
93	CARGODECK EA LIMITED
94	CARGOKING EXPRESS LIMITED
95	CARGOLOG (EA) LIMITED
96	CARGOMAX LOGISTICS LIMITED
97	CARIBBEAN FREIGHT LIMITED
98	CARMEL MOUNT FREIGHT (K) LTD
99	CERNY BUREAU ENTERPRISES LIMITED
100	CESANA INVESTMENTS LIMITED
101	CEVA INTERFREIGHT KENYA LIMITED
102	CHABS TRADE CONNECTIONS LIMITED
103	CHAI TRADING COMPANY LIMITED
104	CHANNEL ATLANTIC LIMITED
105	CHARLETON AGENCIES LIMITED
106	CHIBE FREIGHTERS LIMITED

107	CHOWILLAH VENTURES LIMITED
108	CINERGY BAY LIMITED
109	CLARENCE ENTERPRISES LIMITED
110	CLIMBINGMILES LIMITED
111	CLOFFIK FREIGHT KENYA LIMITED
112	COAST PROFESSIONAL FREIGHTERS LIMITED
113	COLLECT TEAM ENTERPRISE(A.E.A)LIMITED
114	COLLINS & TIFFANY LIMITED
115	CONKEN CARGO FORWARDERS LIMITED
116	CONSOLIDATED (MSA) LIMITED
117	CORRUGATED SHEETS LIMITED
118	CROSS BORDER CARGO LIMITED
119	CROSS BORDER NETWORKS LIMITED
120	CUTTING-EDGE INVESTMENTS LIMITED
121	CYNUS HOLDINGS LIMITED
122	DANLINK FREIGHTERS LIMITED
123	DANROS KENYA LIMITED
124	DATA MAX MILE LIMITED
125	DATAMA INTERNATIONAL LIMITED
126	DAVCHARL LOGISTICS LIMITED
127	DAVELINE NETWORK COMPANY LIMITED
128	DAVHEN COMPANY LIMITED

129	DAVKIT ENTERPRISES LIMITED
130	DEBASO AGENCIES LIMITED
131	DECCAN FREIGHT LOGISTICS LIMITED
132	DECENT LOGISTICS LIMITED
133	DEFKO GREEN SOLUTION LIMITED
134	DEL MONTE K LIMITED
135	DEL-RAY CARGO SERVICES LIMITED
136	DELTA EXPRESS
137	DENALI LOGISTICS LIMITED
138	DERRICKSON SYSTEMS LIMITED
139	DESSERT COMMERCIAL SHIPPING LIMITED
140	DHANUSH FORWARDERS (K) LIMITED
141	DIFAM FREIGHT (K)LIMITED
142	DIKENS LOGISTICS LIMITED
143	DIVERSE CARGO MARINE & AIR C&F SERVICES LIMITED.
144	DOSHI & COMPANY (HARDWARE) LIMITED
145	DOT.COM CONSULTANTS LIMITED
146	DRENAL ENTERPRISES LIMITED
147	DUBZ LOGISTICS LIMITED
148	DUPLEX FORWARDERS LIMITED
149	EAST AFRICA SMILES LOGISTICS LIMITED

150	EAST AFRICAN GASOIL
151	EAST GLOBAL LOGISTICS (K) LTD
152	EASTERN OCEAN LOGISTICS
153	EASTHAL LOGISTICS LIMITED
154	ECHKEN AGENCIES LIMITED
155	ECS LOGISTICS (K) LTD
156	EDISA HOLDINGS(K) LIMITED
157	ELAVON AGENCIES LIMITED
158	ELAVON HOLDINGS LIMITED
159	ELDOCOM AUTO SPARES LIMITED
160	ELMON AGENCIES LIMITED
161	EQUAL MARITIME SERVICE LIMITED
162	ERGOTRON SUPPLIERS LIMITED
163	ERIKAH MARITIME SERVICES LIMITED
164	ERI-KENYA LIMITED
165	EUGFAVOUR LOGISTICS SOLUTIONS LIMITED
166	EUROMARINE LOGISTICS
167	EVERLAST ENTERPRISES LIMITED
168	EVERLINK INVESTMENTS LIMITED
169	EVERSTAN FREIGHT & LOGISTICS COMPANY LIMITED
170	EVESCON GLOBAL LOGISTICS LIMITED
171	EXCELLENT SERVICE FREIGHTERS LTD

172	EXPORT CONSOLIDATION SERVICE KENYA LTD
173	EXTENSIVE FREIGHT LIMITED
174	EYEBLINK FREIGHT MANAGEMENT LIMITED
175	EYE-MUS GLOBAL LIMITED
176	FAIR LOGISTICS AGENCY LIMITED
177	FALEIGH INTERNATIONAL CO.LIMITED
178	FAMO FORWARDERS LTD
179	FARHMA TRADING CO.LIMITED
180	FASMU FREIGHT FORWARDERS LIMITED
181	FBS WORLD LOGISTICS LIMITED
182	FERBIL INTERFREIFGHT LIMITED
183	FERIDA ENTERPRISES LIMITED
184	FIBER FREIGHT FORWARDERS
185	FILIKEN TRANSIT FORWARDERS LIMITED
186	FIXED & GO LOGISTICS LIMITED
187	FLOSCO LIMITED
188	FOOD CHAIN (EA) LIMITED
189	FORTE RAPIDA FREIGHT LIMITED
190	FRAMEWORK MARINE CARGO FREIGHT SERVICES CO. LIMITED
191	FREIGHT FORWARDERS KENYA LIMITED
192	FREIGHTCARE LOGISTICS LIMITED

193	FULLBIT LOGISTICS LIMITED
194	FY SIMBA SHIPPING AGENTS LIMITED
195	GALAXY LOGISTICS LIMITED
196	GANDOP LOGISTICS LIMITED
197	GARFUL FREIGHT LIMITED
198	GATEWAY MARINE SERVICES LIMITED
199	GATIMU CARGO SOLUTIONS LIMITED
200	GEMINI GLOBAL EXPRESS LIMITED
201	GENERAL CARGO SERVICES LIMITED
202	GEOMWA EXPRESS CARGO LIMITED
203	GEORINE AGENCIES LIMITED
204	GLADIN LOGISTICS (K) LIMITED
205	GLOBAL BUSINESS COMMANDERS LIMITED
206	GLOBAL TEA AND COMMODITIES (K) LIMITED
207	GLOBE TROTTERS LIMITED
208	GN CARGO KENYA LIMITED
209	GOHOMU AGENCIES LIMITED
210	GOLDEN FREIGHT SERVICES LIMITED
211	GOLDWELL FORWARDERS LIMITED
212	GRANDEUR AIRSEA LOGISTICS LIMITED
213	GREATSPAN MARITIME SERVICES LIMITED
214	GREEN ISLANDS INVESTMENTS LIMITED

215	GREENLEAF TRADING COMPANY LTD
216	GREENLINE HOLDINGS COMPANY LIMITED
217	GREENPORT LOGISTICS LIMITED
218	GREENTOP LOGISTICS LIMITED
219	GRITFORD LIMITED
220	GULF CROSS LIMITED
221	HAIKA LOGISTICS SERVICES LIMITED
222	HAMBU FREIGHT SERVICES LIMITED
223	HAMDI INTERNATIONAL LIMITED
224	HANIFA LOGISTICS LIMITED
225	HARLS CARGO LOGISTICS LIMITED
226	HARMIX KENYA LIMITED
227	HEME FREIGHTERS
228	HEROS EXPRESS LIMITED
229	HUB CONTINENTAL LIMITED
230	HULLS-AM COMPANY LIMITED
231	HULLS-AM LOGISTICS LIMITED
232	HURRICANE EXPRESS (K) LTD
233	HYGIENE AFRICA LIMITED
234	IMAAN LOGISTICS LIMITED
235	IMPERIAL SHIPPING LOGISTICS
236	INCOTERMS LOGISTICS SOLUTIONS (K) LIMITED

237	INLAND AFRICA LOGISTICS LIMITED
238	INSPIRE AFRICA LOGISTICS LIMITED
239	INTERFACE AGENCIES LIMITED
240	INTERPLUS LOGISTICS LIMITED
241	INTERSCOPE AIRMARITIME LOGISTICS LIMITED
242	INTERSPEED LOGISTICS LIMITED
243	IRIVINE GENERAL AGENCIES LIMITED
244	ISMAG LOGISTICS LIMITED
245	ISSA CLEARING AND FORWARDING COMPANY LIMITED
246	ITO KENYA LIMITED
247	JAFFERY ISLAND COAST LINKS LIMITED
248	JAGOMA LOGISTICS LIMITED
249	JAMES FINLAY MOMBASA LTD
250	JAMREKS ENTERPRISES
251	JASmart LOGISTICS AGENCIES LIMITED
252	JAYMILYA & SONS LIMITED
253	JETAL KENYA LIMITED
254	JIBAAS LOGISTICS LIMITED
255	JIHAN FREIGHTERS LIMITED
256	JIJI EAST AFRICA LIMITED
257	JMK ENTERPRISES

258	JOKIVIEW GENERAL (K) LTD
259	JORA LOGISTICS LIMITED
260	JORGENSEN LOGISTICS LIMITED
261	JOWAK AGENCIES LIMITED
262	JUBILEE C&F (E.A) LIMITED
263	JUDIOK LIMITED
264	JUMBO INTERLINKS LIMITED
265	JURATI INVESTMENTS LIMITED
266	JUWELLS TRADING COMPANY LIMITED
267	KAABA INVESTMENTS LIMITED
268	KADMUS FREIGHT LOGISTICS LIMITED
269	KAFLOS FREIGHT AND LOGISTICS LIMITED
270	KAISER AGENCIES LIMITED
271	KALEMU FREIGHTERS LIMITED
272	KAMANGA FREIGHT SERVICE LIMITED
273	KANDITO INTERNATIONAL CO. (K) LTD
274	KANNON CLEARING & FORWARDING LIMITED
275	KARSIS GLOBAL LOGISTICS
276	KEIHIN MARITIME SERVICES LIMITED
277	KENFREIGHT (EA) LIMITED
278	KENMONT LOGISTICS LIMITED
279	KENREVVY CARGO LOGISTICS LIMITED

280	KENTAN CONNECTIONS LIMITED
281	KENTBET COMPANY LIMITED
282	KENVILLA LOGISTICS LIMITED
283	KENYA BONDED W/HOUSE COMPANY
284	KENYA GENERAL INDUSTRIES LTD
285	KENYA TRADEX COMPANY LIMITED
286	KIDEKI LOGISTICS LIMITED
287	KIMM FREIGHTERS KENYA LIMITED
288	KIMNET AGENCIES
289	KIMU FREIGHT AGENCIES LTD
290	KIPKEBE LIMITED
291	KITAKA ENTERPRISES LIMITED
292	KNIGHTLY TWENTY FOUR SEVEN LIMITED
293	KODAVI INVESTMENTS LTD
294	KONYO KONYO (K) LIMITED
295	LANDBRIDGE FREIGHTERS LIMITED
296	LAPE HILLS LOGISTICS LIMITED
297	LARAMY AGENCY LIMITED
298	LAXAT TRADERS LIMITED
299	LE COMEX AFRIQUE LIMITED
300	LIBAN FREIGHT FORWARDERS LIMITED
301	LIGRAM LIMITED

302	LIKONI FREIGHTERS (K) LIMITED
303	LILY LOGISTICS LIMITED
304	LINEAR FREIGHT FORWARDERS LIMITED
305	LINKAGE CONVEYORS LIMITED
306	LINKFREIGHT (E.A) LIMITED
307	LINKON INVESTEMENTS LIMITED
308	LLOYDS & MILAN LOGISTCS LIMITED
309	LOGIFIX EAST AFRICA LIMITED
310	LOGISTICS THREE SIXTY FIVE LIMITED
311	LUMEN LOGISTICS (K) LIMITED
312	LYCHEEWOOD LIMITED
313	LYNX LOGISTICS LIMITED
314	LYSON INTERNATIONAL LIMITED
315	M & K FORWARDERS LIMITED
316	MACANGEL INVESTMENT LIMITED
317	MACKIS LOGISTICS COMPANY LIMITED
318	MAELI HOLDINGS LIMITED
319	MAGNEX LIMITED
320	MAGOT FREIGHT SERVICES LIMITED
321	MAKNONBUL LIMITED
322	MAMIN LOGISTICS LIMITED
323	MANFA FREIGHTERS LIMITED

324	MANIZLE AGENCIES LIMITED
325	MARAKIB FREIGHTERS LIMITED
326	MAR-FRONTIER KENYA LIMITED
327	MARINE TIDE LOGISTICS LIMITED
328	MARITIME FREIGHT COMPANY LIMITED
329	MARK RIECH (AFRICA) LIMITED
330	MARUNI PRODUCTS COMPANY LIMITED
331	MARYDAVID INVESTMENTS LTD
332	MARYMAC FREIGHT COMPANY LTD
333	MASTAF LOGISTICS LIMITED
334	MBARAKI PORT WARE HOUSES (K) LTD
335	MEGA COUTURE CLOTHING EPZ LIMITED
336	MEGRIAN ENTERPRISES LIMITED
337	MENHIR LIMITED
338	MERCHAN CARGO SERVICES LIMITED
339	MERCICO LIMITED
340	MITCHELL COTTS FREIGHT KENYA LIMITED
341	MJ CLARKE LIMITED
342	MNET STARS LIMITED
343	MODHIRE LIMITED
344	MOLO FREIGHTERS LIMITED
345	MOMBASA COFFEE LIMITED

346	MOMBASA LOGISTICS LIMITED
347	MOMBASA MARINABELT LOGISTICS LIMITED
348	MOMBASA TIMES LOGISTICS LIMITED
349	MOMENTUM LOGISTICS LIMITED
350	MOMO CLEARING & FORWARDING LIMITED
351	MONSOON MOVERS LIMITED
352	MORNING GLORY FREIGHT SERVICES LIMITED
353	MOZAICO GENERAL LIMITED
354	MTAPANGA AGENCIES LIMITED
355	MUGENGA HOLDINGS LIMITED
356	MUHITO INVESTMENTS
357	MULTCARGO FREIGHTERS LIMITED
358	MULTIPLE SOLUTIONS LIMITED
359	MURANGA FORWARDERS LIMITED
360	MUZDALIFA CLEARING & FORWARDING CO. LIMITED
361	MWANGO CLEARING INVESTMENTS LIMITED
362	MYLINE LOGISTICS LIMITED
363	NAJMI C&F LIMITED
364	NATABEL COMPANY LIMITED
365	NATIONAL CEREALS & PRODUCE BOARD
366	NAVIGATOR FREIGHT LIMITED
367	NEBULA CONVEYORS LIMITED

368	NEEMA PARCELS LIMITED
369	NELINE SHIPPING & LOGISTIC ENTERPRISES LIMITED
370	NEWWAY INTERNATIONAL FORWARDERS LIMITED
371	NEWYORK INVESTMENTS LIMITED
372	NGONI FREIGHTERS & LOGISTICS LIMITED
373	NIBAL FREIGHTERS LTD
374	NISMAAT LOGISTICS LIMITED
375	NISOFREIGHT LOGISTICS LIMITED
376	NOISCO INVESTMENTS LIMITED
377	NOLEFA ENTERPRISES COMPANY LIMITED
378	NORTHWEST KENYA LIMITED
379	OASIS CARGO LOGISTICS LIMITED
380	OCEAN PACIFIC INTERNATIONAL
381	OCEAN STAR GENERAL AGENTS
382	OCEANLINE FREIGHTERS (E.A) LIMITED.
383	OCEANVIEW CARGO HANDLERS & FREIGHT FORWARDERS LIMITED
384	OCEANWORLD LOGISTICS LIMITED
385	OGAKA FREIGHT LOGISTICS LTD
386	OLNEY WAREHOUSE LIMITED
387	ONE TO ONE LOGISTICS KENYA LIMITED
388	ONSPOT LOGISTICS (K) LIMITED

389	ORIENTAL EXPRESS FORWARDERS LIMITED
390	OVERVIEW LOGISTICS LIMITED
391	OZONE FREIGHTERS LIMITED
392	P.N MASHRU LIMITED
393	PACMA INVESTMENTS LIMITED
394	PAK PACIFIC LIMITED
395	PALM FREIGHTERS LIMITED
396	PAMOL CONNECTIONS SERVICES LIMITED
397	PAMU SERVICES LIMITED
398	PAN AFRICA LOGISTICS LIMITED
399	PAN AFRICAN SYNDICATE LTD
400	PANTHERA GLOBAL SHIPPING (K) LIMITED
401	PEACE LOGISTICS EAST AFRICA LIMITED
402	PESOSI FREIGHTERS LIMITED
403	PETROSA GENERAL CONTRACTORS LIMITED
404	PETRUT FREIGHT FORWARDERS LIMITED
405	PHYANT SOLUTIONS LIMITED
406	POLO AUTO FREIGHT FORWARDERS LIMITED
407	PORTLINK HOLDINGS LIMITED
408	PREETI FREIGHTERS LIMITED
409	PRENTICE FREIGHT & CLEARING SERVICES LIMITED
410	PRINCIPAL FORWARDERS LIMITED

411	PRONINE LOGISTICS KENYA LIMITED
412	PURA LOGISTICS LIMITED
413	PWANI HAULIERS LIMITED
414	QUEENS CARGO INTERNATIONAL
415	QUICK MOVERS (K) LIMITED
416	QUISSAN ENTERPRISES LTD
417	RABI AGENCY LIMITED
418	RADIANT LOGISTICS LIMITED
419	RADISSON LIMITED
420	RANK NETWORK & LOGISTICS LIMITED
421	RED CAVIAR LOGISTICS LIMITED
422	REGAL FREIGHTERS
423	REJEIBY CLEARING & FORWARDING LIMITED
424	RELIABLE FREIGHT SERVICES LIMITED
425	REPAY CARGO AGENCIES LIMITED
426	REPLAN CARGO HANDLING SERVICES LIMITED.
427	RESPONSIVE LOGISTICS KENYA PLC
428	RIAM LOGISTICS LIMITED
429	RIANAB LOGISTICS LIMITED
430	RICHCLASS LOGISTICS COMPANY LIMITED
431	RIPE FREIGHT SERVICES LIMITED
432	RISING VENTURES LIMITED

433	ROBIAM CARGO FREIGHTERS LTD
434	ROMAX FORWARDERS LIMITED
435	RONASH LIMITED
436	ROOFINGS KENYA LIMITED
437	RORACH ENTERPRISES LIMITED
438	ROSMIK TRADING COMPANY LIMITED
439	RUMAN LIMITED
440	RUMEYSA FREIGHT LIMITED
441	S&L PORT SOLUTIONS LIMITED
442	S.K AMIN LIMITED
443	SAFELANDING LOGISTICS LIMITED
444	SAFLOG FREIGHT SOLUTIONS LIMITED
445	SAHA FREIGHTERS LIMITED
446	SAHARA INTERNATIONAL LIMITED
447	SAHEL FREIGHTERS LIMITED
448	SAHUSA FREIGHTERS LIMITED
449	SAJOMA INVESTMENTS LIMITED
450	SALAMA FORWARDERS LIMITED
451	SAMAROMA SYNERGIES LIMITED
452	SAMOON TRADERS LIMITED
453	SANDEK AGENCIES LIMITED
454	SASH LOGISTICS LIMITED

455	SASI INTERNATIONAL FREIGHT LOGISTICS LIMITED
456	SAWA INTERNATIONAL LIMITED
457	SEA STAR CARGO LIMITED
458	SEABAIR FREIGHT FORWARDERS LIMITED
459	SEABASE SOLUTIONS LIMITED
460	SEACON KENYA LIMITED
461	SEACROWN FORWARDERS LIMITED
462	SEAHORSE LOGISTICS LIMITED
463	SEALINE FORWARDERS LIMITED
464	SEALINKA CLEARING AND FORWARDING LIMITED
465	SEAMILES LOGISTICS KENYA LIMITED
466	SEAPRO LOGISTICS LIMITED
467	SEASHORE LOGISTICS COMPANY LIMITED
468	SEASHORE SHIPPING SERVICES LIMITED
469	SEATEL INVESTMENTS LIMITED
470	SEATIDE LOGISTICS LIMITED
471	SEATRACK LIMITED
472	SENATOR ONE ENTERPRISES LIMITED
473	SHAKAB IMPORTS EXPORTS COMPANY LIMITED
474	SHAMAD LOGISTICS LIMITED
475	SHARAF LOGISTICS LIMITED
476	SHEARGUARD EAST AFRICA LOGISTICS LIMITED

477	SHELTER CONVEYORS LIMITED
478	SHIPFREIGHT LOGISTICS LIMITED
479	SHIPMARC CLEARING & FORWARDING LIMITED
480	SIDOMAN INVESTMENTS LIMITED
481	SIGINON GROUP LIMITED
482	SIGLERTECH SOLUTIONS LIMITED
483	SIKI LOGISTICS LIMITED
484	SILVER ANCHOR FREIGHT LIMITED
485	SILVERHAWK CARGO LIMITED
486	SIMBA APPARELS (EPZ) LIMITED
487	SIVORINE (K) LIMITED
488	SKYLIGHT LOGISTICS LIMITED
489	SKYMAN FREIGHTERS LIMITED
490	SKYWAY CARGO LIMITED
491	SLEEK INTERNATIONAL LIMITED
492	SLOPES AGENCIES LIMITED
493	SMART CHOICE SERVICES LIMITED
494	SMART TRADERS LTD
495	SOKOTA INVESTMENTS LIMITED
496	SOLLATEK ELECTRONICS (K) LIMITED
497	SOLSON CLEARING COMPANY
498	SONEVA ENTERPRISES

499	SOUTHERN SHIPPING SERVICES LIMITED
500	SPEAR LINK LOGISTICS KENYA LIMITED
501	SPECIAL COLLECTION SERVICES LIMITED
502	SPRING LOGISTICS LIMITED
503	STEJA GENERAL AGENCIES LIMITED
504	STELLAR LOGISTICS LIMITED
505	SUHAIL FREIGHT & FORWARDERS LIMITED
506	SUHARA LOGISTICS (K) LIMITED
507	SUNRISE EXPRESS LIMITED
508	SUNRISE INVESTMENT GROUP LTD
509	SWIFT ROYAL CONVEYORS LIMITED
510	SWIFT STALLION LIMITED
511	SWITCHPORT LIMITED

**Source: Kenya Freight Forwarders Association (2025)**