

**EVALUATION OF GROWTH STRATEGIES ON THE ORGANIZATIONAL
PERFORMANCE OF RETAIL STORES – A CASE STUDY OF QUICK MART
SUPERMARKET STORES IN NAIROBI, KENYA**

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DECLARATION AND APPROVAL

Declaration by the student

I Kenneth Murimi Bidan declare that this project is my original work and has not been presented for a degree in any other University or any other award

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Approval by the Supervisor

I hereby confirm that the work reported in this Research Project was carried out by the candidate under my supervision

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DEDICATION

This study is dedicated to my family for the support and encouragement during the entire period of study for their unlimited continued support



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ABSTRACT

The purpose of the study was to evaluate the impact of growth strategies on the organizational performance of retail stores in Nairobi with Quick Mart supermarket stores in Nairobi being used as the case study. The specific research questions guiding this research were: How does technology adoption strategy impact the organizational performance of Quick Mart supermarket stores in Nairobi County? What is the significance of diversification strategy on the organizational performance of Quick Mart supermarket stores in Nairobi County? To what extent does market development strategy influence the organizational performance of Quick Mart supermarket stores in Nairobi County? To what degree does internal processes optimization strategy impact the organizational performance of Quick Mart supermarket stores in Nairobi County? Three theories, the Porter's generic strategies theory, the blue ocean strategy theory, and the Ansoff matrix theory provided support for this investigation. A descriptive research strategy was used in this study to combine different study components. The target population for this study consisted of 125 managers who work at Quick Mart supermarket. A purposive sampling procedure was used to obtain a sample size of 95 managers. This study used both descriptive and correlational analysis as its research design. Data was gathered using structured questionnaires that were scored on a 5-point Likert scale. Prior to the actual research, a pilot study was carried out to determine areas that needed adjustment and to verify the validity and reliability of the findings. The data gathered was analyzed through descriptive analysis and is to include means, modes and standard deviation as well as the use of SPSS and presented in tables. The findings indicated a Pearson correlation of 0.841 for technology adoption, 0.827 for diversification, 0.804 for market development and 0.940 for optimizing internal business processes. Regression analysis indicated a beta coefficient of 0.620 for technology adoption, 0.519 for market development, 0.536 for diversification and 0.675 for optimizing business processes. The study came to the conclusion that market development, technology adoption, diversification, and process optimization all had a highly positive and significant impact on organizational performance. The study suggested that in order to improve organizational performance, growth tactics should be adopted more widely.

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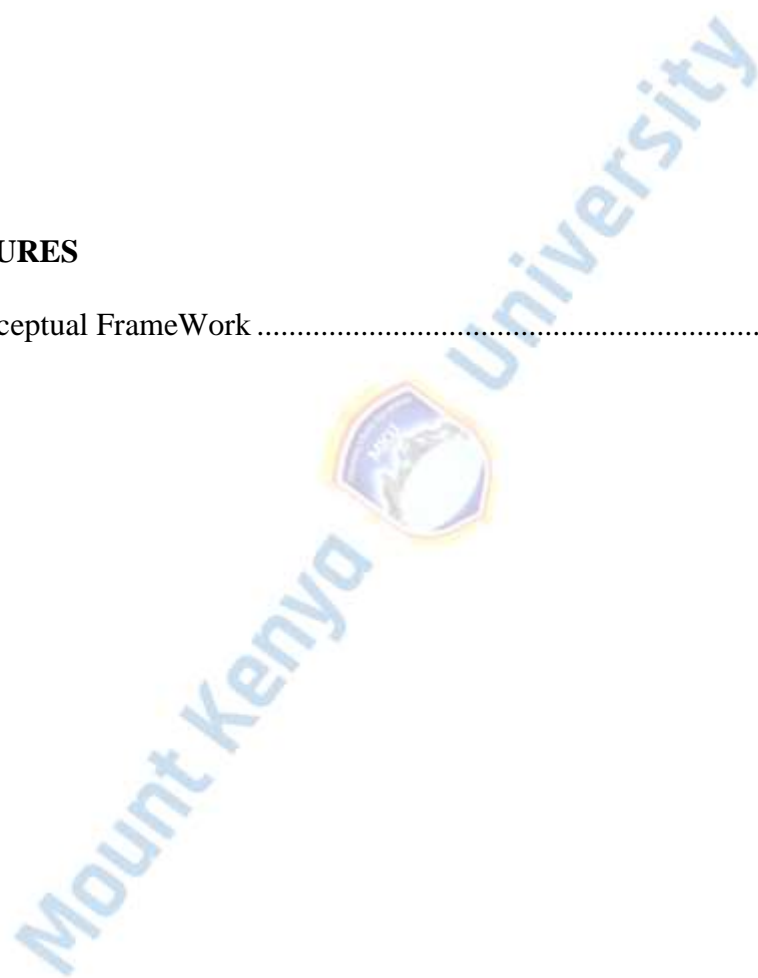
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LIST OF ABBREVIATIONS

SME Small and Medium- Sized Enterprises

GDP Gross Domestic Product

SD Standard Deviation

NACOSTI National Commission for Science, Technology and Innovation

ANOVA Analysis of Variance

SPSS Statistical Package for the Social Sciences

CHAPTER ONE

1.0 Introduction

This part includes a discussion of the study's background, problem statement, purpose, objectives, research questions, significance, scope, limitations, delimitations, assumptions, and operational definitions.

1.1 Background of the study

Adopting an array of growth strategies that will foster a steady record of organizational performance is the surest way for a business to make profit. Every investor, CEO and manager greatest concern is ensuring that their business stays lead of its pack or rather becomes the industry leader. To this effect the researcher was concerned at looking at different and effective business growth strategies retail stores or even other businesses would apply in their quest to attain organization performance. Growth strategy is simply a well-defined path to contribute to the expansion of a business to preserve a competitive edge over rivals.

Implementing a growth strategy requires an overall commitment in balancing the internal and external development this is to ensure that the adopted growth strategy is able to sustain itself in the long run. Today, business landscape is marred by competition, and unending urge to throw competitors out thus the need to understand that achieving growth and success, calls for a well thought curated strategic planning and implementing effective growth strategies. Having a clear growth strategy is essential Gospodinov, (2023). It is imperative to note that growth strategies are a clear plan for businesses to overcoming current and future challenges in order to accomplish and realize the goal of expansion.

Growth strategies can be viewed as a roadmap to how a business can achieve the set growth goals. Therefore, without a well laid out growth strategy a business may find it hard to get meet its goals which eventually leads to stagnation or loss making and in the long run affect the organizational performance.

Every entrepreneur or investor when putting up a business, they usually have a product or service that they are intending to provide in the market. What most of them overlook is the fact that their businesses are subject to facing or encountering challenges that hinder or even suppress their growth.

With the aim of the investors being to grow their idea or businesses into a revenue generating venture, the lack of a business growth strategy to help them define and articulate as well as communicate where the business is going is usually the beginning of their downfall. A growth strategy thus is essential at this point as it gives the business purpose and answers the long term plan question Scott, (2021)

It is important to note that business growth strategies adopted by different businesses are heavily dependent on the financial situation of the business in that how much is the business willing to invest in the preferred growth strategy that is, from the initial contact to sustaining the same growth strategy over an extended length of time. The second factor being the government regulations and policies present in the area of establishment as well as the area the business is intending to carry out the strategy. Finally the nature of competition present is key to determining what growth strategy a businesses is going to adopt

Growth strategies can either be internal or external. External growth strategies often referred to as the inorganic growth strategy or integration growth strategy occurs when a business gets into dealings with other businesses outside. This includes transactions like joint ventures, acquisitions, and strategic alliances. Conversely, internal growth strategies, also known as organic growth strategies, take place when a company employs its resources to grow. It happens when a business relies on its own resources to maximize growth from within. Internal growth helps the management to boost knowledge about their business as internal growth strategy calls for deep scrutiny of how the business works which includes evaluating the strengths and weaknesses. Internal growth strategies help a business spread cost as the funding to explore growth strategies is not needed upfront.

More so, internal growth strategies create independence for the business as it does not rely on other businesses for guidance.

Internal growth strategies are adopted by businesses for various reasons with research showing that most businesses pursue this strategy to attain greater sustainability and resilience in the market, attain market dominance, to gain buying and bargaining power, the ability to mitigate risk, attract new customers, leverage technology enter new markets as well as reduce competition threat in the market.

For these benefits to be achieved a business must come up with a clear path way to follow in order to reach its goal. Biederman (2015) proposes seven key step growth strategy formulation plans. The first step is establishing a value proposition this is where a business has to establish what sets it apart from its competition. This includes looking at the services and products they are offering against what the other businesses are offering to ascertain credibility and differentiation. The second step is to identify the businesses ideal customers by finding out who the audience is, that is identifying who the business is serving.

The third step is to define the key indicators simply because every change must be measured in a business to ensure that the managers are able to tell whether the business is working thus the need to identify the key indicators that affect the growth of a business and dedicating resources to that area. The fourth step in Biedermans model is to verify business revenue streams, where the business should be concerned at what other revenue streams they could add to make the business more profitable and once they have been identified they should check for the sustainability of the same in the long run. The fifth step is looking to the competition available, this comes with the understanding that another business is likely to excel at something your business is struggling with. Therefore it is imperative to look at other business models, ask for advice and do some research to inform the new growth strategy. The sixth step is focusing on the strengths of the business this implies furnishing the art the business is good at instead of trying to perfect their weakness as it gives a business the strength and foundation to build a growth strategy on. Finally the seventh and last step is investing in talent this is mostly focused on bringing on board employees who are motivated and success driven, warm to your customers and those that are driven by values

Therefore it's important to note developing a business growth strategy is not a fixed venture or process this is due to the constant changing market conditions and making growth strategies based on a fixed model would be very catastrophic for the business thus the need to adopt and create a growth strategy that smoothens out your business by refining and highlighting its strengths and specific customer needs in order to keep them satisfied by fulfilling their needs and this will guarantee you they will come back and an increase in sales is an indicator of a successful growth strategy which in turn infers to positive organizational performance

Different businesses will adopt different growth strategies for diverse and different reasons which include when a firm wants to attain or achieve growth in its sales, profits, assets, market share as well as client base and satisfaction. The ability or capacity of a business to enter a new market and capitalize on the new market is another reason a business would seek to adopt a growth strategy. The availability of resources to develop a new product or diversify what a business is already invested into fosters the need for a growth strategy.

When there is stiff competition, a business could consider an internal growth strategy to combat the market's competition and finally a business could be looking to increase its efficiency and productivity this is by pursuing external opportunities.

Business growth strategies come with notable benefits to the business which include, increasing the market power of the business due to or as a result of market and product growth and expansion, as well as should be noted that growth strategies are costly as well as time consuming

In this study the researcher will focus on four internal growth strategies, but it is imperative to take a look at some of the growth strategies that a business may pursue to reach or rather attain organizational performance. Most growth strategies have been founded on a study done and published on the Harvard Business Review of 1957 titled strategies of diversification. H. Igor Ansoff developed the Ansoff matrix and has been widely used by business leaders as well as corporates as a growth strategy planning tool. It has four quadrants with different growth strategies

The first business growth strategy is the Market penetration strategy. This is considered the safest of the four. In order to increase its market share in the current market categories, the company's primary focus is on growing the sales of its current products in its current markets.

It involves aggressive promotion and distribution, price reduction, acquisitions as well as product refinement. The second on the quadrant is market development where a business incorporates an existing product into an entirely new market. This involves a business trying to expand into new markets by exploring for alternative usage of the product or even trying to add new very unique set of functionality or benefits to it. Usually, expanding into new markets and increasing revenue without having to pay for the development of new items is the primary objective.

The third is the product development which involves creating new products and selling them to the current business's client base with a target of appealing to the customers in order to generate more revenues.

The last strategy on Ansoff's model is diversification which entails a business trying to grow its market share by introducing new offerings in a completely new market. This is the most risky strategy of the four on the Ansoff's model.

Other growth strategies that businesses could tap into include digital marketing which basically entails having a solid online presence as it is vital for any business in today's world of social media as these platforms have turned to be the new market places for most of the customers who tend to look up products before making the actual purchase.

The other strategy is the customer feedback and insights. For a business to be successful in satisfying its customer's needs, then it is crucial for them to listen to what the customer has to say and put it into consideration as it gives the business insight on what exactly to do.

The next is fostering continuous innovation where a business has to have a creative team that is invested in ensuring that the customers get the exact product they need and this helps a business solidify its position in the market. Finally is employee development by exposing your employees to the best working conditions, fostering career growth through trainings and mentoring and career advancements promotes productivity and loyalty from employees

Organizational performance is the will and zeal of an organization attaining or reaching the intended targets and goals and at the time optimizing results. This is an organization's capacity to accomplish its objectives in an ever-changing environment,

Madeline M, (2022). This is just the capacity to continuously reimagine the organizational model in order to promote long-term and sustainable performance, Deloitte, (2022) compares organizational performance to getting rid of outdated ideas as essential to enabling an adaptable business, gaining access to new skills, building successful teams, and developing a winning culture.

Every organization consists of a set of resources employed in a productive way to generate wealth and resources to ensure performance is optimized. The business environment has been evolving, gaining more complexity and uncertainty which has greatly impacted the organizational performance for most business, leading to closure of some, down-sizing as well as pushing businesses to venture into more radical modes to just stay afloat and keep up with the changing times.

Businesses today continue to face both internal and external forces that have driven businesses to change and adopt more performance driven requirements for them to level up with the already sailing competitive atmosphere and most importantly solidify its presence in the market through performance by employing strategies that will see it overcome both the internal and external factors. It is through this consistent performance that a business is able to reflect its efficient working as well as build an image for itself in the market with the hard part being to sustain and improve this performance so as to ensure a competitive advantage.

The internal environmental factors affecting organizational performance include factors like human resources which is basically concerned with the employee welfare, technical factors which include the setup of the business in the realms of tech and structure.

Financial factors that entail the capital intensity as well as output and operating float, production factors which include raw materials cost of production as well as labor intensity and finally the marketing factors which basically deal with how the produced goods are consumed by the intended client base.

The external environment factors affecting organizational performance include the cultural, social and political factors, government policies and regulations

Satyendara, (2020) defines Organizational performance as the process of enhancing the organization's efficacy through deliberate actions. Organizational performance is basically transforming inputs to outputs geared towards attaining certain business goals, or rather simply is employing efficiency to create effectiveness as A company's organizational performance can be measured by how well or poorly it performs in terms of financial results, corporate image, and competencies

A business is only considered to be performing when only it starts to realize its set objectives or rather when it accomplishes its goals using minimum resources. It is therefore paramount to note that organizational performance is only attained when the top management stands out to ensure that the business is able to balance between efficiency and effectiveness and most important to ensure that they measure their organizational performance often as this plays key role in planning and decision making as it is becoming evidently hard for a business to actively manage performance and maintain competitive advantage

Globally today, the retail industry is one of the hard hit sectors. Organizations that fail to tailor remedies to this looming crisis have often found themselves on the receiving end of unsuccessful businesses. The cause and genesis of the looming retail collapse

globally still remains a mystery to many business owners as what they can only do is bring on board as many strategists and advisors who help them determine the best route to follow to stay afloat in the market. This downfall of retailers has been marked with a significant number of buy outs and mergers that have taken place in the world in an attempt to either salvage what is left of the business, or an attempt to escape the wrath of auctioneers. This has pushed retailers to pursue alternative methods to stay in the market

An article written by RIS News, (2020) paints a clear picture of how the retail industry in America is tanking fast. This article highlights the declaration of bankruptcy by three leading regional grocer in a week. Earth fare with 50 stores, Lucky's Market with 39 stores and Fairway with 14 declared their exit for the stage.

CNN compliments this article as it reported that 1.3% of retailers closed down in 2020 with a projection that by 2025, the decline is expected to be at 6%. This decline has been attributed to the rise of online sales. Other examples of retailers that exited the America's Market in the recent years include: BI-LO in 2021, Blockbuster in 2014, Century21 in 2021 as well as Dressbarn in 2019. What is evident in most of these exits is that they all filed for bankruptcy after struggling financially for a long time

Reuters,(2023) published a report on the collapse of one of the United Kingdom's leading retailer. Wilko, a retailer that has been in the market for the last 93 years risks to close down and at the moment looking for a way out of the market as it is drowning in debts and cannot stay afloat. The United Kingdom has witnessed several businesses opt for radical measures such as buyouts and mergers. This looming apocalypse in the field of retail has seen some of Britain's largest retailers get into merger deals in an

effort to stay alive in the market. Britain's largest retailer Tesco, concluded its merger with the Booker which is a grocery wholesaler in a 3.7billion pound deal

Interestingly online founded retailers are doing better than the traditional founded supermarkets. Amazon, which is an American based online retailer, has been posting tremendous growth in this industry.

An African based online retailer, Jumia since when it was founded in 2012, in Lagos Nigeria, Amazon was the dominating online retailer. Jumia has and employed different growth strategies that have enabled them dominate the African market. In 2013, Jumia diversified its products from just being an online retail with over 100,000 sellers to launching a Jumia travel app, which offers hotel booking services as well as Jumia food, which has partnered with several food outlets to deliver foodstuffs to their customers. More to this Jumia did not only limit its scope of operation in Nigeria but also expanded in other countries with over 14 countries in Africa by 2018 and 2 countries outside the continent In Kenya many retailers have left the market in not the most honorable way. Giant retailers such as Tuskys, Nakumatt, Uchumi as well as Ukwala have had a rough existence in the Kenyan market that eventually saw them exist them not only exit the market but also collapsed.

It is imperative to note that other retailers have adopted various growth strategies to suit their existence goal in this slippery market. Quick Mart Kenya is a retail supermarket founded in 2006 in Nakuru Kenya maintaining 8 retail chain outlets as of 2017. Quick Mart thus resulted to adopting both the organic and in organic growth strategies to be able to battle its competitors in market.

In 2019, Sokoni retail Kenya brokered a merger deal between the Quick mart supermarkets and the which by the time had 11 branches and was not anywhere close to the top 5 biggest retails in Kenya and the Tumaini self-service limited which by the time had 13 branches.. After this merger that matured in 2020, two years later in June of 2022, With more than 53 retail locations, Quick Mart was the second-biggest chain in Kenya and an employee base of more than 5000 persons running behind its greatest competitor and rival in the industry Naivas supermarket which has 84 retail stores and a workforce exceeding 8000 persons. Getting into the market and tapping into new customers has not been easy, this has seen Quick Mart utilize a combination of growth strategies that have helped them plan, stay the course and dominate the already crowded market, geographical diversification being one of them, where it expanded its operations from Nakuru to tap the Nairobi and other counties markets.

In addition, Quick mart has been able to apply the market penetration growth strategy through price reduction as well as in crease in promotion and distribution support more so they have been performing product development growth strategy especially in the sales of sugar that they buy and badge it as Quick marts and most important has been able to leverage the use of social media as they have very active Facebook, Instagram and Twitter accounts where they promote their products as well as engage their customers

1.2 Statement of the problem

The problem being addressed on this research is the need to evaluate the impact of growth strategies on the organizational performance of retail stores in Kenya. As the retail industry in Kenya becomes increasingly competitive, it is therefore crucial for retail store owners and managers to understand what growth strategies are most

effective in enhancing the overall performance. This sector in an article published by the Statista group (2022) indicates that the retail trade sector has expanded the value added to Kenya's GDP to 7.5%, which signifies a steady increase in revenue for this sector. This would normally indicate a well doing sector in the market. However, with this continued growth many retailers are now struggling to attain sustainable growth. Supermarkets are the hard hit sector in retail.

Here in Kenya, we have seen giant retailers such as Nakumatt, Uchumi, Tuskys, Choppies and even Ukwala exit the stage in the last ten years. This mass exit raises the question of what is ailing this sector. In a publication made by the Business Watch (2022), it indicates that in the last three years 10 main supermarket stores in Kenya have either shut down or are in the process of shutting down with the investors and stakeholders being clueless of what is ailing the retail sector. In (2021), Kenya Institute of management set out to carry a study to understand the contributing factors of supermarket failure in Kenya. However, the existing research is entirely focused on what is ailing the sector and completely overlooking strategies to ensure that this sector stays afloat by implementing steady growth strategies.

In a survey done by RETRAK, (2020), it indicates that only 33% of retailers are willing to pursue growth and this can easily be attributed to the knowledge gap regarding the extent to which different growth strategies such as diversification, market expansion, harnessing technology and optimizing internal processes contribute to the success and sustainable growth of retail stores in Kenya. Often a majority of studies done, citing an example of a study done by the Nation media group, (2020) have cited poor business

decisions which includes poor strategic business decision being made by the retailers thus the need of re-evaluating these strategies and analyzing their impact on key performance indicators like sales and market share as well as customer satisfaction, this study aims to provide valuable insights and recommendations that can guide retail store owners and managers in making informed decisions to optimize their growth strategies in the Kenyan context

1.3 Purpose of the study

This study's primary goal was to evaluate how growth techniques affected the organizational performance of Quick Mart supermarkets in Nairobi County, Kenya. This was done in order to test the null hypothesis, which said that once an organization adopts growth strategies namely, technology adoption, diversification, market development, and internal business process optimization they lead to a large performance index. More to which, this study was aimed to create additional knowledge pool in the field of Organizational performance as well as growth strategies

1.4 Objectives of the study

- i. To determine the influence of technology adoption strategy on the organizational performance of Quick Mart stores in Nairobi County
- ii. To examine the impact of diversification strategy on the organizational performance of Quick Mart supermarket stores in Nairobi County
- iii. To assess the influence of market development strategy on the organizational performance of Quick Mart supermarket stores in Nairobi County

- iv. To determine the influence of internal processes optimization strategy on the organizational performance of Quick mart supermarket stores in Nairobi County

1.5 Research questions

The following questions formed the study grounds

- i. How does technology adoption strategy impact the organizational performance of Quick Mart supermarket stores in Nairobi County?
- ii. What is the significance of diversification strategy on the organizational performance of Quick Mart supermarket stores in Nairobi County?
- iii. To what extent does market development strategy influence the organizational performance of Quick Mart supermarket stores in Nairobi County?
- iv. To what degree does internal processes optimization strategy impact the organizational performance of Quick Mart supermarket stores in Nairobi County?

1.6 Significance of the study

The following are the targeted beneficiaries of the study

1.6.1 The Retail industry

The study is purposed to help or rather enable retail stores and more so the supermarket managers, investors, to clearly understand the importance of a solid and water tight business growth strategy as a channel or rather a vehicle to drive a business to attaining and optimizing its organizational performance.

The findings that were obtained from this study may be used to help the supermarket owners make informed decisions that will gear the business to success as well as gaining a competitive advantage in the market

1.6.2 Researchers and scholars

This study is set to benefit other researchers and scholars with additional information on the area of growth strategies and organizational performance. This study can be used to build their literature review as well increase knowledge and information

1.7 Scope of the study

This research study evaluated growth strategies on the organizational performance of Quick Mart supermarket. Quick Mart supermarket has 59 branches in Nairobi. Of the 59 branches, Nairobi County plays host to 31 Quick Mart supermarket branches. Therefore, this study is to be carried out on the 31 Quick Mart supermarket stores located in Nairobi County, with the target audience intended to be the 31 top level managers as they are involved in key decision making, 31 middle level managers who implement the policies as well as 63 low level managers. The study was carried out in the month of November of 2022

1.8 Study limitations

1.8.1 Mistrust

The researcher was not able to obtain data from all the targeted Quick Mart stores as some sighted it out that they no longer admit or rather they don't allow students looking to carry out research in the branches, the explanation given was a reference to the 94

million heist that had been carried out in one of the Branches in Nairobi by Wells Fargo staff

1.8.2 Financial Constraints

The process of collecting data was costly and this made the research process take longer than anticipated as there were heavy costs to be incurred especially in printing and distributing questionnaires

1.8.3 Availability

This research being based on the managers it was very difficult to obtain the responses from the top management of the Quick Mart branches and this made the research process elongated as most had not completed the questionnaire in the two week given and an extra week had to be added

1.9 Delimitations

The study was delimited to the internal business growth strategy as a tool to ensure organizational performance. The study will focus specifically on Quick Mart supermarket stores in Nairobi County, with the managers being the main unit to be observed

1.10 Assumptions of the study

The researcher made the assumption that all targeted persons responded truthfully and gave accurate answers on the questions asked in the questionnaire

The researcher made the assumption that the study will have impact and significance whether in theoretical advancements that is in contributing to the academic world,

policy making, practical application where it will be adopted by the retail industry in order to sustain their performance in the industry

The study was conducted under the assumption that the research would be conducted within the available resources that is time, funding as well as access to data and participant



OPERATIONAL DEFINITION TERMS

1. **Growth** is the process or act of getting bigger.
2. **Strategy** is the actions that managers take to attain one or more organization's goals. This is the long range or short range plan of achieving or reaching a goal in which it describes the goals to be achieved and what resources are to be deployed
3. **Organizational Performance** The capacity of an organization to maximize outcomes and accomplish its objectives is known as organizational performance. In that it compares an organization's performance to its predetermined goals and objectives
4. **Market share** is simply the portion of a market controlled by a particular company or product that is in terms of total sales and revenue
5. **Diversification** is a growth strategy that entails expanding a company's investments in an effort to lower risk, or branching out into a new market or industry.
6. **Technology** The practical application of scientific knowledge, particularly in industry

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter summarizes the theoretical and empirical frameworks, the conceptual framework of the study, the research gap that is currently being addressed, and the literature reviews that are relevant to the assessment of internal business growth strategies on organizational performance. Books, journals, papers, and local, regional, and worldwide studies are the sources of this data.

2.1 Empirical Literature

Internal business growth strategies have been implemented by businesses to increase their productivity in order to meet their objectives thus allowing a business to improve its efficiency and overall profitability. Businesses that understand how to leverage these growth strategies are able to propel and expand into alternative markets in return increasing revenue. Growth strategies involve a significant increase in performance objectives Prajapati, (2022)

This research will thus focus on four organic growth strategies and how they influence organizational performance of Quick Mart supermarket stores in Nairobi County. This segment is going to expand and give more insight on the independent variable and the dependent variables

2.1.1 Explaining Growth Strategies and Organizational Performance

Growth strategies also known as expansion strategies are corporate strategies adopted by business managers in with a goal of increasing their businesses in size, securing market ground or market share, increasing their revenue, profits as well as increasing the number of sales. Mahr and Tanner, (2022) define growth strategy as a plan or technique that a firm uses to expand its operations.

Growth strategies are core drivers of a business as they provide a clear roadmap that a business follows to achieve the targeted growth. It is therefore important to note that businesses have numerous ways to expand or grow and the decision to pursue a growth strategy is entirely based and dependent on the business's ambitions or rather the main reasons why the business is pursuing growth or expansion. This pursuit of growth is also greatly influenced by the opportunities and resources available for the business to utilize. The best approach to carry out a growth strategy is usually choosing a strategy that suits a business's overall strategic plan. It is therefore paramount to note that not every growth strategy is appropriate for every business as some strategies may end up being very catastrophic for the business if not carefully selected thus very important to find the right growth strategy matching the business' strategic plan. Misguided incentives as well as pressure from investors can sometimes drive a business to pursue a growth strategy at all cost even when doing so clearly destroys value over the long term Sun wu, (2021) Sun wu,(2021) proposes conditions to be met by a growth strategy in order to say that it is fit and comprehensive, the first being that the growth strategy increases the business's bottom line over time,

that a growth strategy produces an attractive return on investment, that a growth strategy leverages the business's value chain, that a growth strategy builds a new critical capacity and finally that a growth strategy improves the business's strategic positioning. It is important to note that a business must always pay careful attention to the costs of the growth effort this is to ensure that there is close monitoring on how sustainable the strategies will be over time

Different scholars as well as business executives have designed different growth strategies and the following strategies have been extensively applied by most organizations in pursuit of organizational performance. These strategies are classified into organic and inorganic growth strategies. The organic strategies involve developing strategies internally whereas the inorganic growth strategies involve other businesses or rather external players. Organic growth strategies include market penetration, market development, product development, product improvement, revenue optimization, diversification, cost optimization, innovation, customer feedback, digital marketing. Inorganic growth strategies involve leveraging assets through ways such as mergers and acquisitions, joint ventures, franchises, takeovers as well as strategic alliance.

A successful growth strategy has to be unique as well as simple to implement this will make it easy for interpretation and execution thus contributing to organizational performance. Organizational performance is a general term comprising the actual results or outputs of the entire organization as measured against the intended outputs. It can be looked into through parameters such as how is the employee productivity, the efficiency of the business processes, the culture and climate of the organization, how effectively are the target set met, how is the customer satisfaction rate, how is the business standing in the market, as well as the number of assets accumulated, liabilities,

debts amongst other relevant indicators of performance. All these parameters contribute toward how efficiently the organization will operate and how well it continues to perform in the existing market. A study done by Future Solve, (2022) stipulates that a business's organizational performance can be assessed by evaluating the effectiveness of investments made in that one can look at how efficient the project areas well as the results from the same projects. This will easily help a business weigh if to continue putting resources into the said project or result to other profitable techniques. It is imperative to also look at the market performance which is mainly looking at how the business tends to perform in the given market to try and demonstrate overall effectiveness as well as organizational performance this can be sought out from the profit margins, growth of the business as well as market share. Organizational performance can be checked by the organizational alignment which refers achieving synchronization between different aspects of a business this can be done by evaluating how the business is interacting with the market place as well as how different departments in the business interact. By exploring workforce metrics and the experiences play a very vital role in determining organizational performance, this is by looking at the overall employee experience, loyalty and retention as well as motivation and engagement, these provide ample insight into potential weaknesses, strengths and opportunities for constant improvements. And finally, organizational performance can be measured by evaluating the customer service performance which is a crucial aspect of ensuring that customers are receiving proper services, support and information needed. This also creates an avenue for collecting feedback which are key in enabling decision making as well as enabling managers improve their respective business processes and eventually boosting organizational performance

Organizational Performance can be a seasonal benefit enjoyed by businesses if they do not put in place the relevant management strategies. Organizational performance management therefore is the process of setting, monitoring and adjusting organizational goals as well as evaluating the performance of the organization.

Motivating and inspiring the organization and its subsystems to accomplish the goals and strategies in an effective and efficient manner is the primary goal of organizational performance management. Executives are confronting more and more difficult difficulties as a result of the quickly shifting economic landscape and the ensuing uncertainty, which highlights the necessity for an all-encompassing management system known as organizational performance management.

Scheipers.G, (2016) businesses need to adopt the organizational performance management as it inspires employees as well as managers to boost performance whilst helping a business accomplish its goal.

2.1.2 Technology Growth Strategy and Organizational Performance

In today's quickly changing corporate environment, technology has emerged as a critical driver of growth and innovation, Mohammed .S, (2022) It is crucial to recognize that, in the digital age, it is difficult for businesses to both satisfy client requests and maintain a competitive edge in the market. For this reason, they must implement inclusive technology. Therefore technology adoption refers to integrating digital technology within a business or rather incorporation of new technologies into various aspects of a business to stimulate growth and drive a business to organizational performance. Innovation is at the heart of technology, and in business, innovation is all about finding new ways to do things in order to better serve customers and produce better goods and services, Fraser, (2017). When effectively utilized technology adoption has been very instrumental in ensuring that a business achieves the intended growth

Moorhouse. N et al (2017) in a study titled technological innovations transforming the consumer retail experience, draws that technology advancements are largely responsible for the intensified competition within the retail industry. They state that the introduction of mobile phones, internet as well as social media was a game changer in this field as they largely affect the shopping patterns of customers. They identify this shift as the driver to the drastic fall of long standing retailers that dominated the market previously. This study states that most businesses are struggling with meeting the needs of most customers especially the digitalized ones, therefore calling for integration of both technology and in store shopping experience to create a perfect market

Taylor. E, (2016) in a study titled mobile payment technology in retail, Taylor tries to evaluate some of the mobile payment technology that most retail stores have adopted today to ensure they boost on their performance. The study highlights the benefits that these mobile payment methods have to both the customers as well as the business itself especially when in pursuit of growth. Identifying that mobile payment has been very common globally due to its ease of use as well as the fact that there is a lot of innovation taking place in this field. Taylor notes that this technology has brought about significant change in the retail industry especially in the development of markets. In a study conducted by Owigar. J, (2017), titled mobile money and ecosystems, she tries to explain how mobile tech has been instrumental to Kenyans as this has enabled most to transact and make payment of bills using their phones. This study states that 92% of Kenyan households transact using Mobile payments which retail stores have been able to leverage and have employed the same by adopting M-pesa pay bills numbers and till numbers to help their customers pay for the goods and services.

In a study carried out by Fukuyama. M (2018) titled Aiming for a new human- centered society, she tries to explain how technology should be leveraged in order to improve customer experience. She states that it is good to leverage technology in order to gain new knowledge in order to be at a position to attend to the raised concerns and thus creating a healthy economic growth.

Today the retail industry is using social media to ask their customers on what service they can improve on and this kind of technology gives them the ability to attain growth as well as achieving organizational performance.

More so, retail stores especially in Kenya should adopt what the telecommunication and banking sectors are doing by collecting consumer feedback and acting upon the raised issue. This can be made possible by technology, where they could send short message services to their customers as well as use X app polls amongst other platforms to boost customer feedback

Tupikovskaja. Z, (2022) did a study on enhancing user experience in m retail. This study calls for retailers to continuously audit Google analytics data to ensure they understand the behavior of their consumers. This is very instrumental when businesses are looking to make custom made marketing in order to boost their client base which in turns will boost its sales and thus giving it a competitive edge. This method is very useful when carrying out sponsored adverts as it ensures that when sending out these adverts customers are able to get a product that they are actually interested in and have a higher probability to purchase.

In a study done by Savastano et al (2019) states that retailers can make consumers shopping experiences memorable and covetable by offering relevant digital shopping formats for a unified shopping experience through technology. In the United States today we have most retail malls being self-service for the customers in that one picks the goods from the shelves and heads over to scan the barcodes themselves as they proceed to either swap their cards or use mobile pay to settle the bills

Linzbach et al, (2019) conducted a study on ecommerce in physical stores. According to this survey, modern retail establishments should be able to provide distinctive and alluring value propositions along with easy, customer-specific purchasing experiences.

Thus the need to create a platform where clients can visit the retailers on the internet and check for availability as well as variety before actually making a decision on either to purchase or leave the product. The whole point of this, Linzbach, states is for businesses to be able to engage their online customers at a more personal level to create a personalized shopping experience.

This concept has been widely employed by the hotel industry and the retail business should be able to borrow a leaf where shoppers can buy online confirm payments and get their goods delivered or even they can pick them up.

In a study done by RETRAK (2020), at the time 42.4% of retail businesses in Kenya did not have an E-commerce platform. It is evident that people have shifted from the traditional shopping methods of queuing at malls for long hours and actually prefer ordering their products and services online and then being delivered to their door steps. In the retail industry supermarkets are still lagging behind in adopting the ecommerce with just a handful of them thus the reason most are struggling with low sales. Adopting E-commerce, would see to it that businesses increase in the number of sales as they will be serving a larger customer base.

Sicilia et al, (2023) carried out a study on developing customer engagement through communication in aim to foster customer engagement in the retail sector. This study targeted to understand the importance of organizations joining different platforms where they can engage their customers. From these engagements, organizations will foster close attachment with their customers and this creates loyalty to the brand. Out of this sales are improved and the organization gains a competitive edge over other businesses.

Technology also equips businesses for agile innovation. (Johnny. F, 2021), defines agile innovation as inherently adapting and thriving on a relentless and on-going basis. Technology empowers businesses to quickly adapt and respond to changing market dynamics. By adopting new technologies, businesses are able to develop new products that help them stay competitive in the market. This simply entails reshaping the market and forcing the business to adapt to the new market and eventually pushing out the competitors. Innovation is no longer a choice, it is a necessity to stay ahead of competition (Johnny .F, 2021). Technology fosters data driven decision making. This is simply because it enables a business to access enormous amounts of data which result to easier decision making.

This data leveraged from technology helps a business gain analyze and understand customer behavior, market trends, operational efficiency as well as customer needs, these factors enable the management to make informed decisions that accelerate growth. It is however important for businesses to understand that technology comes with its fair share of challenges and if not properly managed and monitored could end up being very catastrophic for the business. The issue of cyber-attacks and data breaches has become a menace in businesses that leverage technology, with the latest victim being the Naivas Supermarket of Kenya.

2.1.3 Diversification Growth Strategy and Organizational Performance

Diversification strategy is a method of expansion or growth that a business follows or adopts to attain organizational performance Vaidya, (2022). This involves launching a new product in a new market with the aim of growth or expansion. Diversification strategy is often practiced to help businesses expand or grow and involves tapping into markets that your business is currently not operating in.. Diversification growth strategy does not only drive a business into profit making, but also gives businesses a chance to pursue opportunities outside its regular practice.

In a study done by Delloite (2015) more than 65% of the leading world global leading retailers have expanded to foreign countries. This expansion has been motivated by the need to solidify their market share as well as an attempt to boost sales by diversifying into new markets. One of the retailer who has been venturing foreign countries is Carre four despite it being very hard to retain the original retail format.

This study denotes that businesses have always found a way to make it happen in the new markets as diversification into the global context has become one of the major revenue sources for the retailers. This investigation aimed to ascertain the different diversification strategies and the effect they have on the performance of the organization.

Mwangi. D, (2019) Investigates the impact of diversification on organization performance where his results point out that in the attempt for businesses to increase their market share and portfolio, there is an observational sharp increase in the number of businesses exploring different diversification strategies such as mergers and buyouts all being attributed to a pursuit of returning shareholders value.

This study further states that diversification is today being used as a tool of domination in the market space. Domination in diversification can be used as a tool in which the organization can give different choices and options in the market therefore overriding the consumer with its products in the market. This study conducted by Mwangi. D (2019) still depicts diversification as a risk mitigation strategy in the organization by introducing various products in the market.

Sharma and Anand, (2018) in their study of income diversification and bank performance argue that diversification is a risk strategy that most businesses and organizations adopt and implement by simply having a different range of products in its market portfolio. This study depicts that the main aim of diversification is to increase the market share of the organization which in turn results to increased profit making in the organization and this significantly builds and accelerates organizational performance. This study is complimented by that of Farrell and Gallagher, (2015) titled the valuation implications of enterprise risk management maturity. This study, seeks to monitor, analyze, and control risks. Diversification process being a high risk venture the study notes that it is imperative for organizations to note that the level of risk is dependent on the complexity nature of the markets. The study states that the more the market is complex, the higher the risks it carries and the less complex markets have lower risks to incur.

Goetz et al, (2016) sought to find out if diversification of bank assets reduces risk. This investigation revealed that risk reduction produces a feedback effect that then grants the retailers the opportunity to find and pursue reliable external financing terms from investors in the diverse backgrounds that they diversify to as well as improving their borrowing and bargaining power.

Diversification is a risk taking venture, the projections provided by the business team could be countered by the reality of operation in the field, and this process being a costly one, most businesses end up stretching out their resources and thus the need to find additional funding from investors. Diversification into new markets creates interest from investors who would have wanted to venture into businesses in this area

Santarelli and Tran,(2015) conducted a study on the joint analysis of diversification decision, degree of diversification as well as the outcome of diversification in Vietnam. The study showed that diversification has a curvilinear influence on the profitability of the business, which directly influences the organizational performance.

This study depicts diversification as a strategy that works for a while by improving an organization's performance to a certain extent after which any diversification strategy adopted leads to a decline in the performance of the organization. To this effect is imperative for business to be able to understand to what levels they can implement diversification in their pursuit for growth and to clearly understand when they to withdraw or stop diversifying its operations

Jeremy. L, (2017) studied the impact of retail diversification on retail financial performance, in a study where the study looks into factors that are likely to be affected by diversification and brings out pricing as a major defining element affected by diversification. Pricing has always been a key determinant to ensuring the success of diversification. This is attributed to the fact that most diversifications happen in emerging markets and thus customers in these areas have higher price sensitivity than those in developed markets. Pricing has thus been used as a major marketing strategy which provides a competitive advantage in the market thus boosting organizational performance

Ngandu, (2014) carries out an investigation on diversification in the insurance industries in Kenya and this study reveals that diversification has been of great significance to this sector. This study denotes that the insurance firms that had diversified their market as well as their products registered better performance as opposed to the insurance companies that chose to stick to their core products. With the stiff rise in competition in the retail industry, businesses should be able to cast their nets wider especially in the emerging markets in an attempt to tap the market gap so as to increase on their performance.

Niron.H. (2015) conducts a study titled within industry diversification and firm performance. In this investigation, Niron identifies that diversification has a major effect on the capital frame of firms. This is because the process of diversification is very pricey and costly. It takes a lot of resources that is time, human resources, money among others for this process to be completed.

Therefore a need for a serious audit into the organizations finances before embarking on diversification as a growth strategy. In that small firms can look into affordable diversification channels with proper risk mitigation plans at hand

Diversification strategy is the most complex type of growth strategy (Daniel, 2022). To this effect businesses should understand that there are several bumps along the way for choosing diversification strategy as their growth strategy. These pitfalls include lack of the relevant expertise required.

Another challenge businesses may encounter along the pursuit of diversification is innovation challenges as developing a product that is going to be unique and liked by other customers as well as enter a new market and convince the customers to buy product from the business it is thus wise to play a long game to make sure that all aspects are taken care of otherwise the business is destined to fail once it takes off.

2.1.4 Market Development Strategy and Organizational Performance

Market development is an internal business growth strategy that involves selling existing products to a new group of customers. Grimsley and Purcell, (2022), define market development as a strategic step that a company takes to help increase its revenue through entering a new market by using existing products. Market development is a growth strategy adopted by the Ansoff Matrix. Market development as a business growth strategy entails expanding products and services already being offered by the business into new markets.

It involves identifying and targeting new customer, market gaps as well as new geographic regions business can venture into with the sole aim of driving growth to help a business attain organizational performance.

Saijad. H, (2015) sought out to study whether market development has positive relationship with firms growth of fast foods in Pakistan. The study draws focus to when organizations get the optimum level in their current or rather when these organizations or businesses have matured in the current market, they have to find new markets for their ongoing products or face the risk of profit dormancy. This strategy of market development is thus applied by the organization to enhance the organizations current sales in the new explored markets.

This simply means that the products being offered are the same what differs is the newly targeted customers. In this study, the food vendors who opted for market development registered growth rates of high significance.

Nguyen. T, (2023) study focused on market development strategy of renewable energy industry in Vietnam. Production companies in Vietnam have been pushing for new markets since the COVID 19 pandemic, developing new markets and subsequently being able to cover the whole, has proved that market development is very instrumental in the pursuit to create market expansion. Organizations need to develop sufficient resources that will enable them execute market development strategies. The study brings to light that most organizations seeking to adopt market development strategy are faced with the challenge of organization and allocation of human resources as well as financial resources.

Wanjiru et al, (2015) conducted a study that highlighted that market development strategy were found to be of positive impact and at the same time influences the performance of retails in Thika Kenya. When businesses are able to create new markets and tap into new consumers of their goods, that thus translates o increased sales which denotes positive index in the organizational performance of an organization

A study by Saccani et al, (2020) which entailed an analysis of the existing barriers for the development of power hydrogen in Italy, are some of the barriers even the retail industry is facing when in pursuit of market development. The study shows the greatest barrier to market development is economic barrier which entails the operation costs in the new markets as their economies may not be similar to where the business is currently operating from. The study lists technical barriers, technological barriers, social barriers and operational barriers as other barriers that could impede the process of market development.

Mbithi. B, (2015) conducted a study on the effect of market development strategy on performance in the sugar industry of Kenya, where this study sought to explore the relationship between marketing development and firm performance. The study had it that developing new market segments and targeting new customers alone cannot deliver organizational performance due to the low significance levels. This study suggests that organizations should combine different growth strategies in order to attain the best result

Rundh .B (2022) based his research on market development for mature products in Sweden, where he sought to explore the international market where his findings reckon the fact that oversees market development can significantly add to how organizations enter and develop new markets. His study stipulates that even organizations with high degree of cross border involvement, have to find new markets for their mature products and this should happen after the organization managers have assessed the new market they intend to develop evaluated the costs, risks and gain the organization stands to gain from applying this venture. This study recognizes the challenge that organizations may face in an attempt to tap new markets attributing lack of knowledge and general uncertainty as factors that make decision making in this strategy hard.

As for organizations to build a new market and attract new customers while retaining customers from other markets, then an emphasis should be placed on the necessity of building lasting or rather long term profitable relationships.

When conducting a market development growth strategy a business should thus avoid some common costly mistake that will hinder their planned growth. This process being a costly one a business should ensure they have avoided the following mistakes to ensure they turn out successful. The first is over emphasizing on sales this will easily push a business to overlooking building a connection with their audience which is key to build long lasting relationships and loyal customers. The second is relying on outdated information and tactics instead of keeping pace with the technological advancements as well as consumer trends. The third is misestimating on the resources and time needed to execute the strategy. This process is costly in terms of time and monetary value and thus needs expertise intervention to plan accordingly. The last common mistake is overlooking research, monitoring as well as tracking of progress.

These three are the core to a successful market development strategy as they provide key information on the progress of the business, how to handle mishaps that are encountered along the way.

With proper planning, research and strategic execution, market development growth strategy can yield significant rewards Wattson, (2023). It is therefore imperative for a business carrying out this growth strategy to assess the risks and develop the appropriate mitigation strategies to avert or curb the challenges and risks as this would tremendously contribute to positive organizational performance

2.1.5 Internal Business Process Optimization Growth Strategy and Organizational Performance

Internal business process optimization is a growth strategy involving improving internal operations and processes of a business to enhance efficiency, reduce costs and increase productivity at the same time boosting the overall performance within the business. It involves analyzing and refining various internal factors and processes to maximize profitability, customer satisfaction and operational effectiveness. This efficiency has a direct impact on the productivity of different business departments as business optimization is the process of increasing organizational efficiency by improving processes. For example capitalizing on employee efficiency creates an automatic manifest in how the clients are served.

Papri Ray et al, (2018) conducted a study on a framework for implementation of business process optimization. This study highlighted the critical success factors for the optimization of business processes as commitment by top management, right communications, adhering to the organizations strategy as well as motivation of employees if the organization wants to effectively optimize in order to attain organizational performance which is the goal. This study notes that it is important for organization managers and owners to also pay keen attention to the external factors that greatly impact organizational performance in attempt to optimize operations. These external factors are listed as profits, revenues, cost reductions, customer satisfaction. This study thus focused on the business processes optimization to increase profit margins, as well as ease of doing business. This study further goes ahead to state some of the key contributors to a failed business optimization process attempt. These include unrealistic expectations and lack of measurable targeted objective, factoring in external players such as suppliers, not blending continuous developments as well as failing to leverage technology.

Algabri et all, 2023, study on improvement of business processes focuses on communication as tool to attaining organizational optimization. The study aims to illustrate details of what efficacious communication means in business, the articulate steps required for effective communication as well as eminence of communication in diverse work groups and steps to effective communication all these in an attempt to optimize some of the processes in the organization.

It is paramount to note that effective communication as an internal process, when it is optimized, customers are able to communicate with employees effectively as well as information is passed down accurately timely and this helps reduce some liabilities

Tsakalidis. G, (2022) in his study titled a framework for systematic evaluation of business processes redesign initiatives using the notion of model plasticity. In the study he tries to differentiate the different business processes an organization can pursue to attain performance. The study focuses on business process reengineering which is associated with drastic and radical changes in from scratch to attain favorable outcomes in important modern performance metrics including price, quality, service, and speed. It is an aspiration-based approach that frequently involves a fundamental reevaluation in order to accomplish the goal. The study also describes business process improvement, which is a strategy to boost productivity and effectiveness that outputs to clients both internally and externally. It is also crucial to improve business quality and manage change.

Tuner et all, (2015) did a study on an automated optimization framework for the development of reconfigurable business, where they tried to bring the aspect of leveraging technology to optimize business processes for an organization. This study is about employing a web service for the business that is aimed at increasing or rather facilitating process interactions as well as identifying relevant enhancements to support business process

Wiley,(2018) in the study business process optimization using the ant colony system, terms business process optimization as an important factor to take into account when managing workflow.

According to the survey, putting in place an effective workflow could raise customer satisfaction as well as enhancing productivity and performance of an organization and more so impacts the resource allocation process as with optimized processes an organization is going to cut on expenditures. The study has been instrumental in helping business owners and managers minimize time wasted and maximize the time employees spend working.

Sosnovska, et all (2021) in a study titled company business process optimization as an imperative of its economic security in the insurance sector. The findings reckoned that the necessity of the insurance industry to optimize its business processes was established as a strategically important subject of market relationship development so as to increase effectiveness.

Jereb and Milena, (2022) dubbed their study process optimization of selected business using a process approach. This study focused on the small businesses (SME) which have had a desire to attain long term effectiveness, cost efficiency as well as market competitiveness. The study notes that despite the SME's small size, insignificant levels of diversification, minimal capital strength, restricted market and higher risk they are more flexible as they can easily adapt to new conditions as they are closer to customers. Critical points were identified.

This helped in decision making to eliminate the redundant and unnecessary activities thus increasing efficiency which boosts organizational performance.

Salome. I (2021) did a study on the importance of business process optimization for modern companies. This study holds it that every organizations aim is to make profits where this profit making venture is highly dependent on the effectiveness of the organization.

Effectiveness is thus indicated by factors such as quality of service provided to the customers, speed of service as well as navigation simplicity. When organizations are optimized, even when they face challenges they utilize modern day technologies that allow them to achieve goals easily and at a lower cost

Planning is the key to executing an internal business optimization strategy effectively Hannah, (2023) the simple steps to carry out optimization of internal processes in a business. The first step is to identify what processes are causing issues in the business. This entails getting feedback from employees and even your customers. After collecting suggestions, and have a list of processes that require optimization, then you move to the second step which is analysis. This entails looking at each opportunity to optimize in detail and determine whether it is functioning as expected or not. The third step is to implement, by streamlining each process to cut down on wastage. The last step is to monitor the whole process to ensure you are able to correct and adjust accordingly. It is however imperative to note that internal optimization process is not as perfect as it sounds as a business faces the risk of overlooking external ideas, innovations and perspectives as the business is solely focused on optimizing from within itself

2.2 Theoretical framework

The study is anchored by three theories, the Ansoff matrix, blue ocean economy and porters generic strategies. These theories helped to build in the connection between the employed growth strategies and the organizational performance

2.2.1 Ansoff Matrix Theory

This theory traces its inception in 1957, when Igor Ansoff published an article titled Strategies for diversification in the Harvard Business Review. This theory is also known as the market or product expansion grid Wattson, (2023). Since its inception this theory has given business owners and their managers a quick and simple way to think about the risks associated with growth. Ansoff developed four growth strategies that a business can adopt to pursue growth and attain organizational performance. The Ansoff matrix theory has been very instrumental in analyzing different growth strategies and the risks associated with each as well as how to avert or succeed amid the prevailing crisis.

The theory is divided into four quadrants. Selling more of the current items or services in the current market is the goal of the market penetration strategy, which is represented by the first quadrant. This strategy seeks to grow market share by drawing in new clients or even persuading current clients to make larger purchases. This typically involves boosting marketing efforts, adjusting pricing as well as improving customer satisfaction. Market development strategy, found in the second quadrant, entails launching already-existing goods and services into untapped markets. The aim of this strategy is to develop the customer base by identifying and penetrating new markets in new geographical location. The third quadrant is product development strategy which focuses on developing and offering new products and services to existing markets.

It aims to meet the daily changing needs, trends and preferences of customers by innovations and enhancements through research and development. The final quadrant has the diversification strategy which entails introducing new products and services into new market. It involves taking risks and venturing in unexplored waters

The Ansoff matrix theory has been used by businesses to provide a structured approach for organizations to analyze their growth options Wattson, (2023). Businesses have thus pursued this theory to attain the following. The first is to make strategic decisions in where the matrix provides a clear framework for organizations to make strategic decisions regarding their growth plans as it helps a business evaluate various growth strategies and align resources and capabilities according to implement these strategies. The matrix also provides risk assessment as it helps businesses to assess and manage the risks associated with different growth strategies. The business is able to evaluate the potential risks and rewards of each strategy and decide in accordance with their financial capacity and tolerance. The matrix also helps businesses to plan growth in that it guides organizations I planning for sustainable growth by analyzing and evaluating as well as putting into consideration various growth avenues. In addition, the matrix helps business gain competitive advantage by enabling businesses identify opportunities that give them edge in the market. Understanding a competitive landscape helps organizations device strategies to differentiate them from the rest and stay ahead of the competition

2.2.2 Blue Ocean Strategy Theory

This is a business framework developed by W. Chan and Reene Mauborgne in their book blue ocean strategy- how to create uncontested market space and make competition irrelevant in 2005. The blue ocean theory is based on the representation that it's the market's concurrent pursuit of both high product differentiation and cheap prices, Freedman, (2023).this model focuses at helping businesses gain uncontested market space from other business players. This theory simply encourages businesses to consider unconventional approaches to find fresh chances for development and creativity. Businesses around the world have implemented the blue ocean notion extensively in an effort to avoid saturated markets, introduce growth potential as well as accommodate many customers due to the low prices.

The blue ocean concept creates uncontested market spaces, this is because this strategy does not aim to outperform the competition but rather it aims at making the competition irrelevant by reconstructing the already existing market boundaries to new unmatched market spaces.

This concept maximizes on opportunities while minimizing risks as it allows businesses to test the commercial validity of its ideas as well as shows the managers and owners how to refine ideas that help them minimize risks and maximize on their profits.

More so this strategy aligns the whole system of businesses activities to pursue differentiation and low cost as it ensures these two go hand in hand and not one at a time and this increases its efficiency

The blue ocean strategy implementation involves a systematic approach to creating uncontested market spaces and making competition irrelevant. This thus creates the need to have well outlined channels for businesses to follow to implement this strategy. The first step, is to conduct extensive market research in order to identify existing businesses and analyze their competitive landscapes while looking for opportunities where demand is not fully satisfied as well as where untapped customer needs exist as this shall inform your entry point. The second step it to create value innovations. The aim of blue ocean is not to beat competition but to make competition irrelevant, thus the need to create innovative value propositions that attract new customers and this entails simultaneously decreasing costs and increasing the value provided to customers. The third step, a business needs to map out and eliminate factors that customers don't value as well as reduce emphasis on factors with diminishing customer interests. It is at this step that a business needs to raise factors that customers highly value and create innovative ways to address them.

The fourth step is to implement and this begins with testing and prototyping then improvement of the product and after a successful test run, a business can now align its resources to the support of this new system. The last and very important step is to continuous learning, adaptation and monitoring as this will help the business make necessary changes as they gain more understanding of the market

The blue ocean has thus been adopted by business because it increases market share as it encourages businesses to create uncontested new market spaces allowing them to tap into untapped customer bases as well as the existing customer segment and thus increasing market share significantly. Businesses adopt this model to reduce competition by venturing into new territories and thus operate with no competition.

Enhanced profitability is another reason business could choose the blue ocean model as it pushes businesses to focus on value innovation which creates products that have superior value to customers. The blue ocean economy is not all glittery as it sounds it is characterized by uncertainty that is by the venturing into new unexplored market spaces can be risky as there is no guarantee that the business will succeed. This also entails extensive research which is time consuming as well as very costly and may not always result to a positive outcome.

2.2.3 Porter's Generic strategies Theory

This theory was developed by Michael Porter in 1980 where he indicated that businesses with higher market share often turnover more profits, thus why he developed the porter's generic strategies which focuses on helping businesses gain competitive advantage in the market they are operating from. Porter proposes three strategies in his model which include, cost leadership strategy where companies employing this strategy want to be the industry's lowest-cost producers. This is achieved by focusing on reducing production costs as well as optimizing operational efficiencies. Lower production costs lead to lower prices which gives a business competitive advantage. The second strategy is differentiation strategy and this is simply setting the business apart and making it very distinct and different from what the rivals are doing. This strategy involves investing in innovation of both new and old products, maintaining and ensuring the quality is better and supersede the competition, providing exemplary service to the esteemed customer as well as creating unique artifact that the competition does not have. The focus approach, which entails focusing on a particular market or consumer group, is the last tactic. Companies that use this approach focus their attention on meeting the needs of a certain clientele. Bruin, (2021).

By focusing on this specific target businesses can develop deep expertise as well as build customer loyalty and helps them differentiate themselves from competition. It is important to note that focusing on specific market is risky

2.3 Conceptual Framework

The study's direction and the variables' relationships were explained in this part. Growth strategies that is, market penetration, diversification, development, and optimization of internal processes as well as organizational performance which is the dependent variable and governmental policies as the intervening variable are all included. Growth strategies are shown as the main pillars of organizational performance in the graphic below.

INDEPENDENT VARIABLES

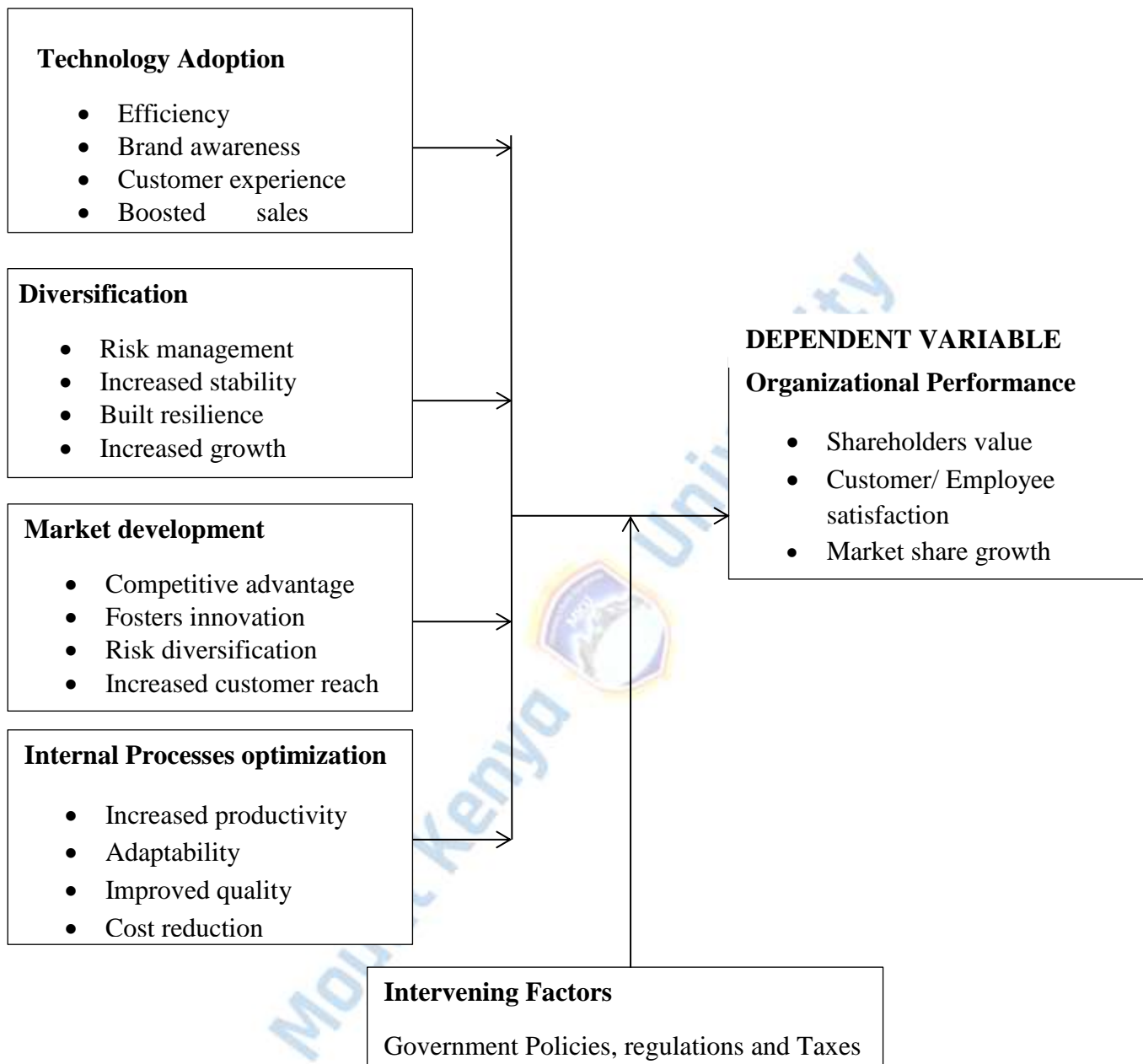


Figure 2.1 Conceptual Frame Work

Source: Researcher (2023)

2.4 Research Gaps

While many researches have been conducted in the field of growth strategies on organizational performances few of them have specifically focused on the Kenyan retail sector. Limited attention has been given to understanding how different growth strategies, such as internal processes optimization, market penetration, diversification as well as market development influence the performance of retail stores in Kenya. This thus created the need for the researcher to specifically examine these growth strategies and their implications of retail industry organizational performance. Understanding this concept will provide managers as well as owners of businesses with valuable insights on adopting effective growth strategies as well as on how to improve the overall business performance in the Kenyan market

2.5 Recap of Literature

This section was set to review the different growth strategies being studied in this study that is, market penetration, diversification, market development as well as internal processes optimization and how they influence organizational performance. This chapter reviewed the theories that informed this study that is the Ansoff's matrix theory, Blue Ocean Economy theory and the Porter's Generic strategies. The conceptual framework too was presented in this chapter using a diagram that is going to provide vivid direction of the research

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The research strategy and methodology used to assess how growth strategies affect organizational performance are covered in this chapter. The methods employed for data collecting, analysis, and presentation, together with the research approach, are described

3.1 Research Design

In this study a descriptive research design was employed to establish the relationship between organizational performance and growth strategies at Quick Mart supermarket stores in Nairobi. The plan or substructure used to conduct a research study and it entails forming the overall approach and methods that are used to collect and analyze data with the aim of answering research questions and test hypothesis is called research design Sunaina, (2023). Descriptive research design helped to provide the answers to the questions of who, what, where, when and how associated with a certain research problem. The summary statistics used in descriptive research design included mean, standard deviation, variance as well as percentages and association between variables. This detailed analysis of the collected data was used to draw conclusions

3.2 Target Population

The population for this study is going to entail Quick Mart supermarket employees who are going to include the 31 Managers, 31 midlevel managers and 63 support level managers, a total target population of 125 persons. This study is going to target a specific population which has the desired information for the study as they are part of the daily operations and decision making of the retail

3.3 Sample Design

The method or process a researcher would use to choose a sample from a certain demographic is referred to as a sample design, The People's University(2014). Probability sampling involves random sampling, whereas non-probability sample design, which is employed in this work, involves selective sampling

3.3.1 Sample size

The number of units obtained from the target population in order to meet the study's objectives is referred to as the sample size. The study's target demographic consisted of 125 people who worked at 31 Quick Mart locations in Nairobi County. The sample size for this investigation was established using the Yamane's formula (1967)

$$n = \frac{N}{(1+Ne)^2}$$

Where,

n = sample size

N = study population

e = Alpha level of 0.05

When substituted, the sample size was

$$n = \frac{125}{1 + 125(0.05)^2}$$

$n = 95$

The sample size was 95 Managers

Table 3.1 Sample Size Distribution

Population Category	Population Size	Sample size
Top level Managers	31	15
Midlevel managers	31	26
Support Level Managers	63	54
Total	125	95

Source: Field Data (2023)

3.3.2 Sampling Technique

The researcher used a purposive sampling technique to select the sample from Quick Mart supermarket stores, with the strata being based within Nairobi County ensuring representation from every geographic area by distributing the population across the 31 branches of Quick Mart. Within each stratum, data was gathered on growth strategies and organizational performance. The research selected specific individuals from Quick Mart Supermarket that is the Manager in different capacities with a keen focus on how their insights and involvement would benefit the study.

3.4 Data Collection Instruments

This research study made use of structured questionnaires as the instrument that collected data from the population. This instrument was chosen as it was ideal and practical for the large populace and provided ample time for the respondents to react on. The questionnaire adopted closed ended questions to make enquiries and document the respondents' responses retrospect to how growth strategies have influenced their organization's performance as well as giving the prospective view of how various growth strategies will affect their organization in future. The responses obtained from the questionnaire were graded on the Lickert's 5 point scale. The measurement parameters of 1. strongly disagree, 2. disagree, 3. neither agree nor disagree, 4. agree, and 5. highly agree are used to measure agreement. The scale will then employ the following parameters to measure frequency: 1. Never, 2. Seldom, 3. Occasionally, 4. Often, and 5. Consistently. Along with quality and pleasure, this scale also assesses familiarity, awareness, importance, and level of worry. The survey consisted of two portions. The first section was organized and asked questions about the respondent's

age, gender, work experience, and position previously held. The second section covered the questions related to growth strategies and their impact to the organization

3.5 Data Collection Procedures

After the research proposal was approved by the University, the researcher obtained a letter of introduction from the university which was used to introduce the researcher to the respondents. This letter was also used to obtain NACOSTI approval. The researcher upon obtaining permission to carry out research at Quick Mart supermarket, they were introduced to the respondents to whom they explained the significance of this study.

The primary data collection instrument for this study was a structured questionnaire, which the researcher explained to the respondents along with the study's aims and how to provide informed permission. The Likert five-point rating system—which goes from 1 (strongly disagree) to 5 (strongly agree)—was used to grade the questionnaire. A drop and pick was adopted giving the respondents a maximum of two weeks to fill the questionnaires. The questionnaires were gathered and double-checked for data analysis after a two-week period. Tables and figures were used to present the results.

3.6 Pilot test

This formed the basis for testing of the procedures that had been stipulated in the research proposal as well as the apparatus that the researcher intended to employ in their study. The results obtained were used to test for reliability and validity using the

Cronbach's Alpha. Piloting helped the researcher avoid some costly mistakes that would end up incapacitating the study. The pilot test was instrumental in clarifying ambiguities in the data collection used. This included checking if the questions and responses obtained were serving the core purpose of the study. To avert these costly loops such as time wastage, money as well as other resources, the researcher conducted a pilot study at Kiambu Road Quick Mart Supermarket two weeks before embarking on collecting data for the study. The questionnaires were issued to the managers in different management levels and collected for analysis which helped fine tune some loose ends in the study. The researcher was able to timely update and make adjustments where needed to.

3.6.1 Testing for validity

At Kiambu Road Quick Mart, a pilot research was carried out to evaluate the questionnaire's dependability. Validity checking ensures that the data acquired will accurately reflect the desired field of study. According to Fiona (2019), validity is the degree to which a technique measures what it is supposed to measure; high validity denotes that the results of the method's testing are consistent with the actual attributes, variances, and features of the physical world

3.6.2 Testing for reliability

According to Fiona (2019), a method's reliability is determined by how regularly it measures an object. That example, a measurement can be deemed reliable if the same outcome can be consistently obtained using the same techniques under the same conditions. The researcher used the Cronbach's alpha coefficient to determine consistency and reliability and cronbach alpha

3.7 Data Analysis Techniques and Presentation

The data collected using the questionnaires was cleaned and coded. Further the researcher used the Statistical Package for Social Sciences (SPSS) v27. From this a descriptive analysis was done that is through, means, percentages, modes, median and standard deviation in pursuit to establish the relationships and draw meaningful conclusion. In addition inferential analysis was also done and was presented in form on correlation, ANOVA and regression analysis

The researcher presented their data after it has been cleaned and coded using tables in order to make data obtained more illustrative. More so, statistical analysis has used to present this data and finally narrations and oral presentations will be used to explain this data

3.8 Ethical Considerations

3.8.1 Anonymity

On the questionnaire, the respondents were asked for information without disclosing who they were. Every personal detail was kept private since it prevented prejudice.

3.8.2 Right to voluntary participation

The respondents were notified on their right to choose not to participate in the study or opt out of the study and would face no consequence or prejudice for their decision

3.8.3 Compensation and remuneration benefits

The respondents were advised that there was no financial or monetary benefit that was attached to participating in the study

3.8.4 Confidentiality and data safety

The respondents were informed that the collected was strictly for academic purpose that is to facilitate the study being conducted and would not be shared or stored by third parties this created a sense of trust and the researcher was able to obtain authentic and comprehensive information

3.8.5 Informed consent

The researcher prior informed the respondents on what exactly they had set out to do, shared the study objectives as well as the outcomes

3.8.6 Research ethics approval

The researcher first requested permission from the Mount Kenya University Research Department to do research, and then they went on to obtain permission from the National Commission for Science, Technology, and Innovation (NACOSTI).

3.9 Conclusion

This session expounded on the research strategy and methodology employed in assessing the impact or influence of growth strategies on the organizational performance of retail outlets. The study was conducted inside a strong framework thanks to the quantitative research strategy, data collection methods, sample strategies, and data analysis methodologies. The purpose of this study was to add to the body of knowledge already in existence and assist retail establishments in making well-informed judgments about development plans for enhanced performance.

CHAPTER 4

RESEARCH FINDINGS /RESULT AND DISCUSSIONS

4.0 Introduction

The results and conclusions of the inquiry that was received from the intended respondents are presented in this chapter. The response rate and the respondents' general information are covered in Section 1. The impact of internal business process optimization, market development, diversification, and technology adoption on organizational performance is covered in the second section using both descriptive and inferential statistics.

4.1 Response Rate and General Information

This segment presents the study's response rate as well as the respondents' demographic data, encompassing the following variables: the respondents' gender, age, years of service, management rank, and work department.

4.1.1 Response Rate

Table 4.1: Response Rate

	Category	Frequency	Percent
Valid	Responded	80	84.2
	Didnot	15	15.8
	Respond		
	Total	95	100.0

Source: Field Data (2023)

The overall response rate for this study was 84.2%, meaning that 80 of the 95 questionnaires that were distributed were properly completed and returned to the researcher. 15.8% represented the number of questionnaires that respondents did not complete, as seen in Table 4.1 above.

4.1.2 General Information

The variables used to identify the respondents' demographic data included gender, age bracket, number of years in service, management level, and job department.

4.1.2.1 Respondents Gender

Table 4.2: Gender of the respondents

	Category	Frequency	Percent
Valid	Male	44	55.0
	Female	36	45.0
	Total	80	100.0

Source: Field Data (2023)

When the respondents were asked to indicate their gender, which was identified in terms of male and female, 55% of the respondents were male while 45% were female as shown in Table 4.2 above. It is therefore interpreted that the majority of the respondents were men and women were fewer, this indicating that men have dominated the management positions and there is a lower number of women in management positions

4.1.2.2 Respondents age

Table 4.3: Age of the respondents

		Frequency	Percent
Valid	18-25 years	9	11.3
	26-33 years	27	33.8
	34-40 years	20	25.0
	41-47 years	19	23.8
	48 years and above	5	6.3
	Total	80	100.0

Source: Field Data (2023)

When the respondents were asked to indicate their age 11.3% were aged between 18-25 years, 33.8% represented 26-33 years, 25% accounted for 34-40 years, 23.8% stood for 41-47 years and 6.3% were 48 years and above as indicated on Table 4.3 above. This data depicts that 70.1 % of the respondents were youthful people which indicates that Quick Mart has adopted youth friendly policies and programs where young people flourish this includes factors such as technology adoption which makes Quick Mart tech and youth friendly

4.1.2.3 Years of Work Experience

Table 4.4: Years of work experience

		Frequency	Percent
Valid	Below 2 years	18	22.5
	2-4 years	38	47.5
	5-7 years	12	15.0
	8-10 years	8	10.0
	Above 10 years	4	5.0
	Total	80	100.0

Source: Field Data (2023)

When asked how long they had been in service, or more accurately, how long they had worked for the organization, the respondents gave the following answers: as shown in Table 4.4 above, 22.5% had worked for less than two years, 47.5% for two to four years, 15% for five to seven years, 10% for eight to ten years, and 5% for more than ten years. According to the data, 30% of the respondents have worked at Quick Mart Supermarket for more than five years, suggesting that the store has a low percentage of employee retention. Nevertheless, these results had no effect on the study.

4.1.2.4 Level of Management

Table 4.5: Level in management

		Frequency	Percent
Valid	Top level management	10	12.5
	Middle level management	20	25.0
	Support level management	50	62.5
	Total	80	100.0

Source: Field Data (2023)

When the respondents were asked to indicate their level of management in the organization, 12.5% were in the top level management, 25.0% were in the middle level management while 62.5% were in the support level management as shown in Table 4.5 above. The data informed that with 50% of the managers are the support level managers, this could denote that there are many workers serving as sub ordinates and the high number of managers to supervise them.

4.1.2.5 Job Department

Table 4.6: Job department

		Frequency	Percent
Valid	Administration	18	22.5
	Marketing	42	52.5
	Customer Service	20	25.0
	Total	80	100.0

Source: Field Data (2023)

Finally the researcher asked the respondents to indicate the job department they worked in with 22.5% indicating that they work in the Administration, 52.5% working in the Marketing department and 25% working in the Customer service as indicated on Table 4.6 above. This data shows that a majority of the respondents were from the marketing department which implies that Quick Mart has invested heavily on its Marketing department as it is the backbone of its operations and requires a wide touch base in order to deliver on performance.

4.2 Presentation of Findings

Presentation of findings from the study adhered to the set research objectives, from which a set of questions were drafted and formulated into a questionnaire that was used to obtain the data that was analyzed and whose findings are discussed in this chapter. The guiding research questions are

- i. To determine the influence of technology adoption strategy on the organizational performance of Quick Mart stores in Nairobi County
- ii. To examine the impact of diversification strategy on the organizational performance of Quick Mart supermarket stores in Nairobi County
- iii. To assess the influence of market development strategy on the organizational performance of Quick Mart supermarket stores in Nairobi County
- iv. To determine the influence of internal processes optimization strategy on the organizational performance of Quick mart supermarket stores in Nairobi County

This section presents both the descriptive and inferential statistics on the study objectives.

4.2.1 The influence of Technology Adoption on Organizational Performance

4.2.1.1 Descriptive Statistics for Technology Adoption and Organizational Performance

This study set out to determine the influence of technology adoption strategy on the organizational performance of Quick Mart stores in Nairobi County. This was the first objective of the study.

Table 4.7 Descriptive statistics for Technology Adoption

	N	Mean	Std. Deviation	Variance
Technology is significant for your business performance	80	4.57	.671	.450
Brand awareness of your organization has been brought about by technology	80	4.64	.601	.361
Technology has helped your organization reach more potential customers thus increasing sales	80	4.37	.603	.364
The decision making process in your organization has been enhanced by technology	80	4.91	.363	.131
Communication has been improved by leveraging technology	80	4.84	.489	.239
Technology is critical for your market expansion	80	4.86	.568	.323

Technology has enhanced the feedback process in the organization	80	4.92	.265	.070
Customer experience has been improved by adoption of technology	80	4.97	.157	.025

Source: Field Data (2023)

The results, which are displayed in Table 4.7 above, provide an overview of the respondents' opinions regarding the impact of technology adoption at Nairobi County's Quick Mart Supermarket locations on overall organizational performance. Based on a Likert scale of 1 to 5, with 1 denoting strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree, the responses were tallied in terms of means and standard deviation.

With a mean of 4.57 and SD =.671, the results show that respondents generally believe that technology has a major impact on corporate performance. With a mean of 4.64 and SD=.601, the results also showed that respondents agreed that technology has increased brand awareness of your company. With a mean of 4.37 and SD=.603, the respondents were in agreement that technology has helped the business reach more potential customers and increase sales. The respondents, with a mean of 4.91 and an SD of.363, also agreed that technology has improved the decision-making process in your company. With a mean of 4.84 and an SD of.489, the respondents agreed that using technology to better communication has improved communication.

With a mean of 4.86 and an SD of .568, the respondents were in agreement that technology is essential for expanding the business. With a mean score of .263, the respondents concurred that technology has improved the organization's feedback process. At last, with a mean of 4.97 and an SD of .157, the respondents agreed that the use of technology has improved the customer experience.

The respondents in this study generally were in agreement that adopting technology in an organization that is by leveraging different strategies such as using social media which is very key in creating brand awareness as well as giving and receiving feedback. This is an indication that technology has been identified as a change agent and is being pursued by the organization. This study is complimented by Juliana. A (2023) in her study she established a strong positive and linear relationship between technology and performance further indicating that most corporations have given a lot of emphasis on technology adoption interventions. Manish et al (2023) supports this study in his study where he highlights that managers need to understand the latest technologies and implement them in their organizations as this has a significant impact on organizational performance

4.2.1.2 Correlation between Technology Adoption and Organizational Performance

Table 4.8 Correlation Analysis between Technology Adoption and Organizational Performance

Variable		Technology Adoption	Organizational Performance
Technology Adoption	Pearson Correlation	1	.841**
	Sig. (2-tailed)		.000
	N	80	80
Organizational Performance	Pearson Correlation	.841**	1
	Sig. (2-tailed)	.000	
	N	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2023)

Correlational analysis was carried out to establish the relationship between the independent variable (Technology Adoption) and the dependent variable (Organizational Performance). The findings in Table 4.8 above show a correlation between Technology adoption and Organizational performance which indicate a positive and significant relationship between the independent variable (Technology adoption) and dependent variable (Organization performance) $r(0.841)$; $p\text{-value} < 0.01$.

A study done by Tatu. J et al (2023) is consistent with our findings where the study reported $r(0.643)$ indicating a strong and positive association between adopting technology strategies and performance at chain supermarkets in Kenya

4.2.1.3 Regression Test for Technology Adoption and Organizational Performance

Table 4.9 Model Summary for Technology adoption

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841 ^a	.707	.703	.13482

a. Predictors: (Constant) Technology Adoption

Source: Field Data (2023)

Regression analysis was carried out to determine the underlying relationship between the independent variable (Technology Adoption) and the dependent variable (Organizational performance)

The results as shown in Table 4.9 above indicate the model summary derived from the regression test carried out for Technology adoption and organizational performance. The test revealed an adjusted R Square value of (0.703) which implies that Technology Adoption accounts for 70.3% variability in organizational performance or rather the influence index of technology on organization performance of Quick mart supermarket, while 29.7% variability is attributed to factors outside Technology Adoption

Table 4.10 ANOVA for Technology Adoption and Organizational Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.421	1	3.421	188.199	.000 ^b
	Residual	1.418	78	.018		
	Total	4.839	79			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant) Technology Adoption

Source: Field Data (2023)

The ANOVA test findings presented in Table 4.10 above show that the Fisher statistic value is 188.199 with a p- value of 0.000 which indicates that; $F(1, 78) = 188.199, p = 0.000$ (P- Value < 0.01) This implies that there exists a variance between the independent variable: Technology adoption and the dependent variable: organizational performance. The findings agree with those of Juliana. A (2023) that technology adoption has a significant relationship with organizational performance due to a positive high f value

4.2.2 The influence of Diversification on organizational performance

4.2.2.1 Descriptive Statistics for Diversification and organizational performance

The second objective of the study was to examine the impact of diversification strategy on the organizational performance of Quick Mart supermarket stores in Nairobi County.

Table 4.11 Descriptive Statistics for Diversification and organizational performance

	N	Mean	Std. Deviation	Variance
Diversification influences good decision making on Profitable investments	80	4.80	.582	.339
Risk management strategies are reinforced through Diversification in the organization	80	4.76	.534	.285
Diversification is critical for your organizations stability	80	4.84	.514	.264
Diversification presents business opportunities that your organization leverages on	80	4.74	.590	.348
Diversification enhances creation of new customers and development of new products	80	4.96	.191	.037
Diversification is significant for your business performance	80	4.89	.421	.177
Diversification is critical to gain market share by building resilience in new markets	80	4.37	.537	.288

Diversification enhances risk management in your organization	80	4.90	.284	.081
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Source: Field Data (2023)

The results, as indicated in Table 4.11 above, provide feedback from respondents regarding the impact of leveraging diversification on overall organizational performance at Quick Mart Supermarket locations in Nairobi County. Based on a Likert scale of 1 to 5, with 1 denoting strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree, the responses were tallied in terms of means and standard deviation.

With a mean score of 4.89 and an SD of .421, the respondents were in agreement that diversification is important for corporate performance. With a mean of 4.37 and an SD of .537, the results show that respondents generally believe that diversification is essential to increasing market share by establishing resilience in new areas. With a mean of 4.91 and SD=.284, the respondents were in agreement that diversification improves risk management in the company. With a mean of 4.80 and SD=.582, the respondents were in agreement that diversification influences wise decision-making on lucrative investments. The organization's diversification reinforces risk management techniques, with a mean score of 4.76 and SD =.534. With a mean of 4.84 and an SD of .514, the results show that diversification is essential for an organization's stability. With a mean score of 4.74 and SD =.590, the respondents agreed that diversification offers commercial opportunities that firms may take use of.

With a mean of 4.96 and SD=.191, the results show that respondents were in agreement that variety improves the development of new goods and the acquisition of new clients.

The findings show that the respondents are in agreement that diversification is a key

performance driver especially when managing risk this study reckons there is an overall adoption of diversification related strategies. This study is backed up by Owenga et al(2023) in their study they ascertain that diversification has been adopted to a large extent by firms with 51.1% of their respondents agreeing to the same study. However a study conducted by Sohl (2012) contradicts these findings as it indicated that diversification affected the profitability of retailers because of the cost growth and this study concluded that diversification posed a negative relationship with organizational performance

4.2.2.2 Correlation between Diversification and Organizational Performance

Table 4.12 Correlation Table for Diversification and Organizational Performance

		Diversification	Organizational Performance
Diversification	Pearson	1	.827**
	Correlation		
	Sig. (2-tailed)		.000
	N	80	80
Organizational Performance	Pearson	.827**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	80	80

Correlational analysis was carried out to establish the relationship between the independent variable (Diversification) and the dependent variable (Organizational Performance). The findings in Table 4.12 above show a correlation between Diversification and Organizational performance which indicate a positive and significant relationship between the independent variable (Diversification) and dependent variable (Organization performance) $r(0.827)$; $p\text{-value} < 0.01$. This depicts a statistically strong correlation between organizational performance and diversification as complemented by the study findings of Oladimeji. S et al (2019) that the more the correlation nears 1, higher the Pearson correlation

4.2.2.3 Regression test for Diversification and Organization Performance

Table 4.13 Model summary for Diversification

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.827 ^a	.684	.680		.14004

a. Predictors: (Constant), Diversification

Source: Field Data (2023)

Regression analysis was carried out to determine the underlying relationship between the independent variable (Diversification) and the dependent variable (Organizational performance)

The results as shown in Table 4.13 above indicate the model summary derived from the regression test carried out for Diversification and organizational performance. The test revealed an adjusted R Square value of (0.680) which implies that Diversification accounts for 68.4% variability in organizational performance while 32% variability is attributed to factors outside Diversification strategy. The findings agree with Mutinda. R et al (2023) that diversification improves organizational performance in a positive trajectory as the findings posted a R value of 0.773

Table 4.14 ANOVA for Diversification

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	3.309	1	3.309	168.74	.000 ^b
	n				8	
	Residual	1.530	78	.020		
	Total	4.839	79			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant) Diversification

Source: Field Data (2023)

The ANOVA test findings presented in Table 4.14 above show that the Fisher statistic value is 168.748 with a p- value of 0.000 which indicates that; $F(1, 78) = 168.748$, $p = 0.000$ ($P\text{-Value} < 0.01$)

This implies that there exists a variance between the independent variable: Diversification and the dependent variable: organizational performance. Which implies or rather confirms a high significance between diversification and organization performance

4.2.3 The influence of Market Development on Organizational Performance

4.2.3.1 Descriptive Statistics for Market Development and Organizational Performance

The third objective of the study was to assess the influence of market development strategy on the organizational performance of Quick Mart supermarket stores in Nairobi County.

Table 4.15 Descriptive Statistics for Market development and organizational performance

	N	Mean	Std. Deviation	Variance
Market development is crucial for increasing sales as well as boosting organizations revenue	80	4.95	.219	.048

Market development has enhanced job creation	80	4.37	.537	.288
Market development ensures that the products or your organization are resonating with customers	80	4.75	.563	.316
Market development has been instrumental in attaining your organizations success	80	4.64	.698	.487
Market development is crucial for your business success	80	4.85	.506	.256
Leveraging technology has enhanced development of new market	80	4.67	.652	.425
Innovations have enhanced market development process	80	4.87	.369	.136

Source: Field Data (2023)

The findings from respondents regarding the impact of Market Development at Quick Mart Supermarket outlets in Nairobi County on overall organizational performance displayed in Table 4.15 above. Based on a Likert scale of 1 to 5, with 1 denoting strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree, the responses were tallied in terms of means and standard deviation.

With a mean of 4.85 and SD =.506, the respondents agreed that market development is essential for company success. With a mean of 4.67 and SD=.652, the results showed that respondents agreed that using technology to its fullest potential has aided in the

growth of new markets. With a mean of 4.87 and SD =.369, the respondents concurred that innovations have improved the market development process. With a mean of 4.90 and SD=.409, the results show that respondents generally agreed that market development has been essential to provide the company with a competitive edge.

With a mean of 4.95 and SD =.219, the respondents were in agreement that market development is essential for raising sales and enhancing an organization's revenue. With a mean of 4.37 and SD =.537, the results show that respondents are in agreement that market development has improved employment creation. At a mean of 4.75 and SD =.5634, the respondents concurred that market development guarantees that the company's goods and services are appealing to consumers. With a mean of 4.64 and SD =.698, the respondents agreed that market development has been crucial to an organization's success.

These findings indicate that market development is crucial for a business to indicate positive performance as indicated from the respondents responses, firms are able to tailor their products to meet customer preferences, which gives them a competitive edge by controlling the market, retaining and obtaining new customers which translates to higher revenues. This study is complimented by a study done by Yabs. J (2014) which concluded that market development enables a company to identify the needs of the customers and position their products and services to meet these identified needs. This in return helps the company to retain and onboard new clientele which comes with additional benefits such as increased revenue and market share. This study is further complimented by Kim. L (2021) who established that market development strategies positively influenced the performance of SMESs in South Korea

4.2.3.2 Correlation between Market Development and Organizational Performance

Table 4.16 Correlation Table for Market Development and Organizational Performance

		Market Development	Organizational Performance
Market Development	Pearson	1	.804**
	Correlation		
	Sig. (2-tailed)		.000
	N	80	80
Organizational Performance	Pearson	.804**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2023)

Correlational analysis was carried out to establish the relationship between the independent variable (Market Development) and the dependent variable (Organizational Performance). The findings in Table 4.17 show a correlation between Market Development and Organizational performance which indicate a positive and significant relationship between the independent variable (Market Development) and dependent variable (Organization performance) $r(0.804)$; $p\text{-value} < 0.01$. This study and its findings agree with those of Andrey. M et al (2017) who indicates that if the r value

is greater than 0, it implies that market development has a positive association with organizational performance of retail stores

4.2.3.3 Regression Test for Market Development and Organizational Performance

Table 4.17: Model Summary for Market Development

Model	R	R Square	Adjusted R Square	R	Std. Error of the Estimate
1	.804 ^a	.647	.642		.14808

a. Predictors: (Constant), Market Development

Source: Field Data (2023)

Regression analysis was carried out to determine the underlying relationship between the independent variable (Market Development) and the dependent variable (Organizational performance)

The results as shown in Table 4.17 indicate the model summary derived from the regression test carried out for Market Development and organizational performance. The test revealed an adjusted R Square value of (0.642) which implies that Market Development accounts for 64.2% variability in organizational performance while 35.8% variability is attributed to factors outside Market Development strategy and businesses can confidently adopt this strategy to boost organizational performance.

This study is complimented by a study done by Mucheru. S et all (2023) in a study that indicated a r value of .838 and 66% variability on organizational performance indicating reliability in the strategy adopted of market development

Table 4.18: ANOVA for Market Development

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.129	1	3.129	142.67	.000 ^b
	Residual	1.710	78	.022	2	
	Total	4.839	79			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Market Development

Source: Field Data (2023)

The ANOVA test findings presented in Table 4.18 above show that the Fisher statistic value is 142.672 with a p- value of 0.000 which indicates that; $F(1, 78) = 142.672, p = 0.000$ (P- Value < 0.01) This implies that there exists a variance between the independent variable: Market Development and the dependent variable: organizational performance.

4.2.4 The influence of Internal Processes Optimization on organizational performance

4.2.4.1 Descriptive Statistics for Internal Processes Optimization and organizational performance

The final objective was to determine the influence of internal processes optimization strategy on the organizational performance of Quick mart supermarket stores in Nairobi County.

Table 4.19 Descriptive Statistics for Internal Processes Optimization and organizational performance

	N	Mean	Std. Deviation	Variance
Optimizing Internal business processes is essential for cost reduction	80	4.89	.421	.177
Optimizing internal processes has enhanced the quality of service offered	80	4.91	.363	.131
Optimizing Internal business processes is crucial for business performance	80	4.74	.382	.146
Efficiency of different departments has been brought about by optimizing internal business processes	80	4.37	.537	.288
Optimizing Internal business processes	80	4.95	.219	.048

enhances customer experience				
Optimizing Internal business processes boosts employee professionalism	80	4.97	.157	.025
Optimizing Internal business processes fosters creativity and innovations	80	4.42	.671	.450
Optimizing Internal business creates a competitive advantage for your organization	80	4.96	.191	.037

Source: Field Data (2023)

Table 4.19 presents the comments from the respondents regarding the impact of Internal Process Optimization at Quick Mart Supermarket outlets in Nairobi County on the overall performance of the firm. Based on a Likert scale of 1 to 5, with 1 denoting strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree, the responses were tallied in terms of means and standard deviation.

With a mean of 4.89 and SD =.421, the results show that respondents were in agreement that streamlining internal corporate processes is crucial for cutting costs.

With a mean of 4.91 and SD =.363, the respondents were in agreement that improving internal business processes had improved the level of service provided by Quick Mart.

With a mean of 4.74 and SD =.382, the respondents concurred that improving internal business processes is essential for company success. With a mean of 4.37 and SD =.537, the respondents agreed that streamlining internal company processes has increased the effectiveness of various departments.

According to the survey, with a mean score of 4.95 and SD =.219, the respondents were in agreement that improving internal business procedures improves customer experience. With a mean score of 4.97 and SD =.157, the results show that respondents were in agreement that improving internal business processes increases employee professionalism. With a mean of 4.42 and SD =.671, the respondents were in agreement that improving internal corporate operations encourages creativity and innovations. With a mean of 4.96 and SD =.191, the respondents agreed that optimizing internal business processes gives your company a competitive advantage.

From the findings above, it was deduced that optimizing internal business processes in an organization clearly has benefits attached to it and are significant to attaining organizational performance. This is due to the high acceptance rate on the descriptive statistics above. These findings are complimented by a study done by Svitlana. P (2023) where continuous optimizing and innovating business processes ensures a business remains competitive in the market and being pro -active in this leads to immense growth in organizational performance

4.2.4.2 Correlation between Internal Business Processes Optimization and Organizational Performance

Table 4.20: Correlation Table for Internal Business Process Optimization and Organizational Performance

			Organization al Performance	Business Process Optimization
Organizational Performance	Pearson Correlation	1	.940**	
	Sig. (2-tailed)		.000	
	N	80	80	
Business Process Optimization	Pearson Correlation	.940**	1	
	Sig. (2-tailed)	.000		
	N	80	80	

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2023)

Correlational analysis was carried out to establish the relationship between the independent variable (Internal Business Process Optimization) and the dependent variable (Organizational Performance). The findings on Table 4.20 above show a correlation between Internal Business Process Optimization and Organizational performance which indicate a positive and significant relationship between the independent variable (Internal Business Process Optimization) and dependent variable (Organization performance) $r(0.940)$; $p\text{-value} < 0.01$.

This revealed that there was a 94.3% correlation between optimizing internal business process and organizational performance. This study is supported by Mohamed. M (2015) whose study indicated that a high Pearson correlation statistically signifies a positive promotion of organizational performance in a way that brings out value and excellence for the business

4.2.4.3 Regression Test for Internal Business Process Optimization and Organizational Performance

Table 4.21: Model Summary for Internal Business Process Optimization

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.940 ^a	.884	.883		.08479

a. Predictors: (Constant) Internal Business Process Optimization on Organizational Performance

Source: Field Data (2023)

Regression analysis was carried out to determine the underlying relationship between the independent variable (Internal Business Process Optimization) and the dependent variable (Organizational performance). The results as shown in Table 4.21 above indicate the model summary derived from the regression test carried out for Internal Business Process Optimization and organizational performance. The test revealed an adjusted R Square value of (0.883) which implies that Internal Business Process Optimization accounts for 88.3% variability in organizational performance while

11.7% variability is attributed to factors outside Internal Business Process Optimization strategy. This study is complimented by a study done by Mohammed. H (2022) which reported $r(0.862)$ with a 72.6% Business Process Optimization variability in organizational performance

Table 4.22: ANOVA for Optimizing Internal Business Processes

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.278	1	4.278	595.02	.000 ^b
	Residual	.561	78	.007	0	
	Total	4.839	79			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Internal Business Process Optimization

Source: Field Data (2023)

The ANOVA test findings presented in Table 4.22 above show that the Fisher statistic value is 595.020 with a p- value of 0.000 which indicates that; $F(1, 78) = 595.020$, $p = 0.000$ ($P\text{-Value} < 0.01$) This implies that there exists a variance between the independent variable: Internal Business Processes Optimization and the dependent variable: organizational performance. This is a clear indication that optimizing business processes has significant impact on organizational performance of Quick Mart supermarket

4.3 Coefficients of Regression Analysis

Table 4.23 Coefficients of Regression

Model		Unstandardized		Standardized	t	(p-value)
		Coefficients				
		B	Std. Error	Beta		Sig.
1	(Constant)	1.883	.212		8.898	.000
	Technology adoption	.620	.047	.841	13.466	.000
	Market development	.519	.043	.804	11.945	.000
	Diversification	.536	.041	.827	12.154	.000
	Business process optimization	.675	.013	.940	14.393	.000

Source: Field Data (2023)

Using the regression coefficients as shown on Table 4.23 above, it was discovered that if the growth determinants employed were set to zero, then Quick Mart performance would be at 1.883 and the beta coefficients corresponding to Technology Adoption was at .620 with a corresponding significance value of 0.000, Market Development at .519

with a corresponding significance value of 0.000, Diversification at .536 with a significance value of 0.000 and Business processes optimization at .675 with a corresponding significance value of 0.000.

This simply implies that Quick Marts performance would improve by 0.620 units for every unit rise in Technology adoption. This implies a significant positive relationship. The findings in technology adoption are complimented by Mwangi et al (2016) in their study, they established a regression coefficient of 0.320 at 5% level of significance putting technology to be a very important factor of improving performance, thus accepting our hypothesis that technology adoption growth strategy contributes to organizational performance

The study indicated a 0.519 improvement in Quick Mart performance for every unit raise in Market Development and this denotes a positive relationship between market development and organizational performance. This finding is backed up by a study done by Kingori et al (2023) which indicated that there is a statistically significant positive effect of market development strategy on the organizational performance as the findings posted a value of (0.736) unit change for market development

The study proceeded to denote a 0.536 improvement in Quick Mart performance for every unit raise in Diversification A study done by Adhiambo et al (2023) concurs with this study as it presents and supports the existence of a strong relationship between diversification and organizational performance, for this study it presented a value of (4.875) for every unit change in diversification. This change implies a positive relationship or impact of diversification towards organization performance.

The study finally revealed a 0.675 improvement for every unit raise in optimizing business processes. This study is complimented by a study done by Haitham. M (2015) which indicates that optimizing business processes has a is influential in the positive change in organizational performance with a value of (.386) with an indication that in every unit of change in business process optimization, there is a 0.386 impact felt.

All the independent variables have a p-value of 0.000, which is less than 0.05 that is 5% level of significance and 95% level of confidence which implies a significant positive influence of Optimizing business processes on organizational performance of retails. Thus the complete linear regression model fit being

$$Y = \beta_0 + \beta X_1 + \beta X_2 + \beta X_3 + \beta X_4$$

$$Y = 1.883 + 0.620X_1 + 0.519X_2 + 0.536X_3 + 0.675X_4$$

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The data findings on the assessment of growth strategies on the organizational performance of Kenyan retail establishments are presented in this section.

5.2 Summary of the Findings

The study rounded up the research findings as guided by the study objectives with the general objective being to evaluate and establish how growth strategies have impacted organizational performance of retail stores in Nairobi County. The following research questions guided this study

How does technology adoption strategy impact the organizational performance of Quick Mart supermarket stores in Nairobi County?

What is the significance of diversification strategy on the organizational performance of Quick Mart supermarket stores in Nairobi County?

To what extent does market development strategy influence the organizational performance of Quick Mart supermarket stores in Nairobi County?

To what degree does internal processes optimization strategy impact the organizational performance of Quick Mart supermarket stores in Nairobi County?

The study employed both descriptive findings and inferential findings were presented. With descriptive being presented in terms of means and SD whereas the inferential findings was presented through correlation and regression

5.2.1 Technology Adoption Growth Strategy on Organizational Performance

Determining the impact of technology adoption strategy on organizational performance was the study's primary goal. The results of the descriptive statistical analysis showed that organizational performances and organizational performance had a positive association.

The respondents strongly agreed to technology baring a great impact on the performance of Quick Mart Supermarket stores with a SD= .320.

The study established that technology adoption accounts for 70.7% in variability for organizational performance in the retail industry

From the correlation findings, there was a high Pearson correlation coefficient of .841 with a significance level of 0.01 denoted as $r(0.841)$; $p\text{-value} < 0.01$

Consequently it therefore important that care should be exercised when adopting this strategy as it is not automatic for positive results to be attained as many studies have suggested

This study is supported by a study by Jeffrey I. and Nicolova H. (2017), which shows how implementing technology in retail businesses can lower costs and boost revenue through strategies like proximity marketing, which attracts more customers and boosts sales for the company.

5.2.2 Diversification Growth Strategy on Organizational Performance

The second objective of the study was to examine the impact of diversification strategy on the organizational performance. The descriptive statistical analysis revealed that the respondents were in agreement that diversifying functions at Quick Mart supermarket contributed majorly to the organizational performance with a SD=.382

The study further indicated that diversification accounts for 68.4% of organizational performance

Further the study revealed that there is an existing significant relationship between diversification and organizational performance which was denoted from the high Pearson correlation coefficient of 0.827 with a significance level of 0.01 denoted as $r(0.827)$; $p\text{-value} < 0.01$

This study is backed up by a study done by Jeremy. L & Stephen. F, (2017) which indicates that diversification is very prevalent among leading retailers attributed to the ability to contain risk in the instance a business looks seeks to expand. this study by also puts caution on diversification depending on the type of diversification a business seeks to pursue that is either the format diversification or the geographic diversification

5.2.3 Market Development Growth Strategy on Organizational Performance

The third objective of the study was to assess the influence of market development strategy on the organizational performance. The descriptive statistics findings revealed that market development is crucial for organizational performance at Quick Mart Supermarket stores with a SD=.384

The study further indicated that there is a significant relationship between market development and organizational performance as seen in the high Pearson correlation of 0.804 with a significance level of 0.01 denoted as $r(0.804)$; $p\text{-value} < 0.01$

The study also revealed that market development accounts for 64.7% variability in organizational performance

This study is complimented by a study done by Ecobici. L (2017) In this strategy a business identifies or creates new market segments in order to absorb the current offer of products. Though this strategy has to be approached with caution as the same study highlights this strategy as one that requires the involvement of risks arising from the peculiarities of new outlets, local competition and uncertainty of the market segment that is not profitable enough,

5.2.4 Optimizing Internal Business Processes Growth Strategy on Organizational Performance

The final objective for the study was to determine the influence of internal business processes optimization on the organizational performance. From the descriptive statistics it was revealed that optimizing internal business processes is significant to the organizational performance of businesses especially the retail industry with $SD = .133$

It was further revealed that there is an existing relationship between optimizing internal business processes and organizational performance as indicated by the high Pearson correlation of 0.940 with a significance level of 0.01 denoted as $r(0.940)$ $p\text{-value} < 0.01$

The study also indicated that optimizing internal business processes accounts for 88.4% variability on organizational performance

This study is complimented by Kajba. M et al,(2022) where the study highlights that after the implementation of the optimized process approach to SME's it led to economic stability increase of the researched production SME's as well as the business results have exponentially improved, which is reflected in areas such as increased product demand, efficiency and heightened income as compared to previous years before implementation

5.3 Conclusion

5.3.1 Technology Adoption Growth Strategy on Organizational Performance

This study concludes that there is a significant and positive relationship between Technology adoption strategy and organizational performance. With the conclusion being drawn from this study being that Technology adoption is essential for the organization to gain a competitive edge in the market hence creating dominion in the market. The study further revealed that adopting technology fosters and enhances innovation within the organization as well as makes work easier especially in the marketing and customer services department which in turn results to higher output.

5.3.2 Diversification Growth Strategy on Organizational Performance

This study concludes that diversification is very crucial especially when an organization is looking to manage risk, or rather risk diversification. More so diversification growth strategy gives the organization a chance to leverage its investments when pursuing growth and often pays out very well as the company having

spread their risk, they are able to avert losses and break even on the investment thus helping the organization increase its customer base which is essential for market control

5.3.3 Market Development Growth Strategy on Organizational Performance

This study reveals a strong significant relationship between market development and organizational performance. Market development is a crucial aspect in any retail business as it helps the business to align the products it is offering to the need of the target customer base. More to this, this fosters innovation and creativity within the organization. Every business's performance is often viewed from the number of sales and profits, this strategy helps an organization increase on sales which in return increases revenue and sets a business out on a path to success

5.3.4 Optimizing Internal Business Processes Growth Strategy on Organizational Performance

The study concludes that there is a significant high positive relationship between optimizing internal business processes and organizational performance. The conclusions drawn from this study being optimizing business process is crucial to reducing the running costs of an organization which add to the revenue basket. In addition there is an improved quality of customer service which boosts customer experiences and in turn creating loyalty from customers which offers a competitive edge to a business

5.4 Recommendations

5.4.1 Technology Adoption

This study recommends that retail stores should put more resources to onboarding new technologies in their establishments. This could include creating a social media presence which is very crucial for marketing, passing information to customers as well as receiving feedback. More so the field of retail being very competitive, retailers should look into alternative ways to deliver services to their customers such as putting up an online retail line with delivery options which will give them competitive edge in the market. More so tapping into these new technologies will help these businesses to cut on production costs which will provide them with a pricing competitive edge

5.4.2 Diversification

The study recommended that retailers should use diversification strategy to expand their market share and even helping them spread their risk, by investing in other businesses such as real estate and the hotelier industry which will be an alternative mode of revenue generation

5.4.3 Market Development

This study recommended that retailers should use market development strategy to attract new customers as they will be able to innovate and make products that will serve a certain group of people. Use of strategies such as pricing strategies, they will be able to reach and attain market control

5.4.4 Optimizing Internal Business Processes

This study recommends that retailers should start by streamlining and smoothing services internally. This includes creating a well- defined system of communication as well as a well laid out command chain. More to this the physical arrangement of the retail should be well labeled for and easy to access as this saves time while customers are trying to locate items. Ensuring every employee understands their assignment. This saves on time and reduces cost

5.4.5 Areas for Further Research

The major goal was to determine how Quick Mart Supermarket Stores in Nairobi's growth strategies and organizational performance related to each other. The Quick Mart supermarket's internal business processes, market development, diversification, and technology adoption were the study's main foci. There is little doubt that the research on the independent factors was incomplete, and further investigation may be done on the same

A wide range of academicians and scholars are also encouraged to read the study because it has advanced knowledge in the field of growth strategies, including technology adoption, market development, diversification, and internal business process optimization in the retail industry and other domains. Most importantly, because the material in the study has been empirically evaluated, it can be used to enhance the body of knowledge. This study has helped close the knowledge gaps that were discovered at the outset.

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APPENDICES

Appendix I: Letter of Introduction

Dear Respondent

C/o Mount Kenya University

RE: RESEARCH DATA COLLECTION

My name is Kenneth. M. Bidan currently pursuing my master's degree at Mount Kenya University- MKU. In partial fulfillment for the award of the master's degree in Business Administration (MBA), I am required to conduct a research in the area of my specialization. My study is titled: **“Evaluation of Growth Strategies on the Organizational Performance of Retail Stores in Nairobi County, Kenya - A Case Study of Quick Mart Supermarket Stores in Nairobi”** I am writing to request for your participation in this study.

Kindly note that all the information you will provide will be treated as confidential and will not be shared with any third party, other than for the purpose of this study. Additionally, your name will not be mentioned or referenced in any of the study materials.

Thank you in advance for your participation. Kind Regards,

Kenneth Bidan.

Appendix II: Research Questionnaire

SECTION A: DEMOGRAPHIC INFORMATION

This section contains general questions. Kindly answer to the best of your knowledge

Kindly indicate your gender

Male { }

Female { }

Kindly indicate your age range

18-25 years { }

26-33 years { }

34-40 years { }

41-47 years { }

48 and above { }

Kindly indicate the number of years you have worked at your organization

Below 2 Years { }

2-4 Years { }

5-7 Years { }

8-10 Years { }

Above 10 Years

Kindly indicate your level of management

Top Level Management { }

Middle Level Management { }

Support Level Management { }

Kindly indicate your job department

Administration { }

Marketing { }

Customer Service { }

SECTION B: The Impact of Technology Growth Strategy on Organizational Performance

Kindly respond to the following questions to the best of your knowledge using the following Likert scale. Strongly disagree = 1, disagree = 2, neutral = 3, Agree = 4, strongly agree=5

No	Questions	1	2	3	4	5
1.	Technology is significant for your business performance					
2.	Brand awareness of your organization has been brought about by technology					
3.	Technology has helped your organization reach more potential customers thus increasing sales					
4.	The decision making process in your organization has been enhanced by technology					
5.	Communication has been improved by leveraging technology					
6.	Technology is critical for your market expansion.					
7.	Technology has enhance the feedback process in the organization					

8.	Customer experience has been improved by adoption of technology					
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SECTION C: The Impact of Market Development on Organizational Performance Kindly respond to the following questions to the best of your knowledge using the following Likert scale. Strongly disagree = 1, disagree = 2, neutral = 3, Agree = 4, strongly agree =5

No	Questions	1	2	3	4	5
9	Market development is crucial for your business success					
10	Leveraging technology has enhanced development of new market					
11	Innovations have enhanced market development process					
12	Market development has been crucial to giving your organization a competitive edge					
13	Market development is crucial for increasing sales as well as boosting organizations revenue					
14	Market development has enhanced job creation					
15	Market development ensures that the products or your organization resonate with customers					

16	Market development has been instrumental in attaining your organizations success					
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SECTION D: The Impact of Diversification on Organizational Performance Kindly respond to the following questions to the best of your knowledge using the Likert scale. Strongly disagree = 1, disagree = 2, neutral = 3, Agree = 4, strongly agree=5

No	Questions	1	2	3	4	5
17.	Diversification is significant for your business performance					
18.	Diversification is critical to gain market share by building resilience in new markets					
19.	Diversification enhances risk management in your organization					
20.	Diversification influences good decision making on Profitable investments.					

21.	Risk management strategies are reinforced through Diversification in the organization.					
22.	Diversification is critical for your organizations stability					
23.	Diversification presents business opportunities that your organization leverages on					
24.	Diversification enhances creation of new customers and development of new products					

SECTION E: The Impact of Internal Business Process Optimization on Organizational Performance

Kindly respond to the following questions to the best of your knowledge using the following Likert scale. Strongly disagree = 1, disagree = 2, neutral = 3, Agree = 4, strongly agree =5

No	Questions	1	2	3	4	5
25.	Optimizing internal business processes is essential for cost reduction					
26.	Optimizing internal business processes has enhanced the					

	quality of service offered					
27.	Optimizing internal business processes is crucial for business performance					
28.	Efficiency of different departments has been brought about by optimizing internal business processes					
29.	Optimizing internal business processes enhances customer experience					
30.	Optimization of internal business processes boosts employee professionalism					
31.	Optimizing internal business operations fosters creativity and innovations					
32.	Optimizing internal business processes creates a competitive advantage for your organization					

SECTION F: Organizational Performance

Kindly answer the following questions to the best of your knowledge using the following Likert scale. Strongly disagree = 1, disagree = 2, neutral = 3, Agree = 4, strongly agree =5


No	Questions	1	2	3	4	5
33.	The organization is enjoying positive growth to the growth strategies employed					
34.	The customer service has been improved as a result of adopting growth strategies					
35.	The organization has a significant market share as well as a higher customer preference due to the growth strategies adopted					

Appendix III: Research Permit

REPUBLIC OF KENYA
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 933338

RESEARCH LICENSE




This is to Certify that Mr.. Kenneth Murimi Bidan of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Evaluation of growth strategies on the organizational performance of retail stores in Kenya - Case Study of Quick Mart Supermarket Stores in Nairobi county for the period ending : 15/November/2024.

License No: NACOSTI/P/23/31547

Applicant Identification Number: 933338

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



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See overleaf for conditions

Appendix IV: Introduction Letter



DIRECTORATE OF GRADUATE STUDIES

MBA/2022/53683

9th November, 2023

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

Dear Sir/Madam,


RE: KENNETH MURIMI BIDAN - REGISTRATION NO. MBA/2022/53683

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 **"Evaluation of Growth Strategies on the Organizational Performance of Retail Stores - A Case Study of Quick Mart Supermarkets Stores in Nairobi, 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 **November, 2023 and January, 2024.**


Any assistance accorded to the student will be highly appreciated.

Thank you.


Mount Kenya University
P.O. Box 342-01000, THIKA
Dr. Samuel M. Karanga, Ph.D. Director,
Director, Graduate Studies
Enc.

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Call: +254 709 153 000 / +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix V: Research Proposal Approval


Mount Kenya University

REF: MKU/ISERC/3310
TO: KENNETH MURIMI BIDAN
REG: MBA/2022/53683

Date: 02 November 2023

Dear Sir/Madam,

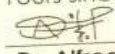
RE: EVALUATION OF GROWTH STRATEGIES ON THE ORGANIZATIONAL PERFORMANCE OF RETAIL STORES – A CASE STUDY OF QUICK MART SUPERMARKET STORES IN NAIROBI, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2354**. The approval period is **02/11/2023 - 01/11/2024**.

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

The Chairman
Mount Kenya University
Ethics Review Committee
P.O. Box 342 - 0100, Thika

Main Campus, General Kago Road, P.O. Box 342-01000 Thika. Tel: +254 67 2820 000,
Cell: +254 720 790 796, 0709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001:2015 Certified Institution.

Appendix VI: Similarity Index Report

MURIMI KENNETH BIDAN MBA RESARCH PROJECT -

11.3.24.docx

by Kenneth Bidan

Submission date: 14-Mar-2024 11:35AM (UTC+0300)

Submission ID: 2320149636

File name: MURIMI_KENNETH_BIDAN_MBA_RESARCH_PROJECT_-_11.3.24.docx
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Character count: 133917

Supervisors Name: Dr. Maria Mungara

Signature



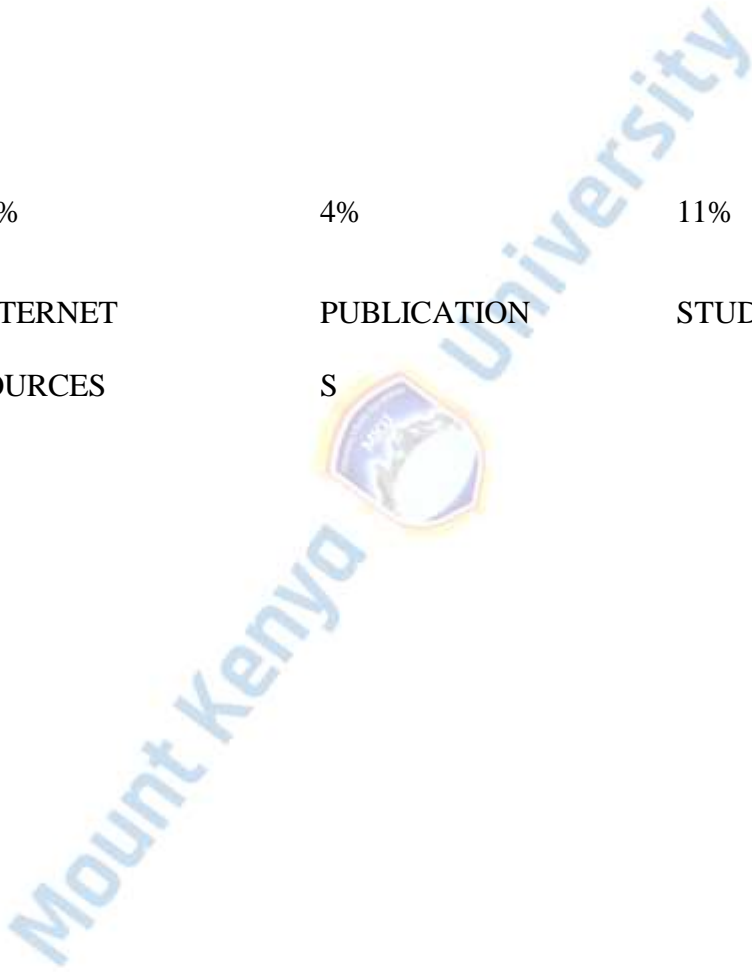
Date: 09-04-2024

MURIMI KENNETH BIDAN MBA RESARCH PROJECT -

19

11.3.24.docx ORIGINALITY REPORT

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PRIMARY SOURCES

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Submitted to Mount Kenya University

Student Paper

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Student Paper

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4

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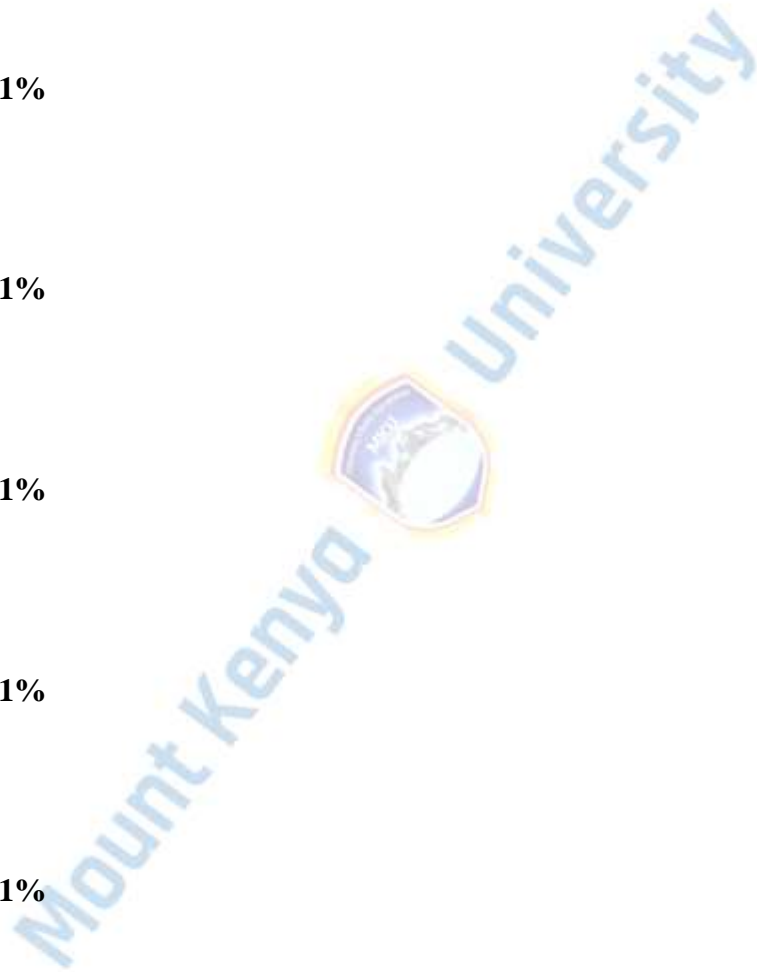
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Supervisor's Approval

Supervisors Name: Dr. Maria Mungara

Signature



Date: 09-04-2024