The International Journal of Business Management and Technology, Volume 9 Issue 10 October 2025
ISSN: 2581-3889

Research Article Open Access

Supplier-centric Mapping and Procurement Performance of Supermarkets in Nakuru County, Kenya

Ummulkheir Ali Gufu
Student, School of Business and Entrepreneurship
Jomo Kenyatta University of Agriculture and Technology, Kenya

Robert Mang'ana
Lecturer, School of Business and Entrepreneurship
Jomo Kenyatta University of Agriculture and Technology, Kenya

Abstract: *Kenyan supermarkets depend on intricate supply chains to handle the flow of goods from suppliers. They are contending with undesirable procurement performance evident in rising operational costs and inefficiencies. Moreover, inventory management issues, such as frequent fluctuations, overstocking, and dead stock, result in both wasted resources and lost sales opportunities. Additionally, the insufficient real-time supply chain visibility and pressure to integrate sustainable practices complicate decision-making and further hinder the ability to adapt swiftly to market changes. It was against this challenge that the current research assessed the effect of supplier-centric mapping on the procurement performance of supermarkets in Nakuru County, Kenya. The research was anchored on absorptive capacity theory. A descriptive research design was utilized. The target population consisted of 19 supermarkets operating in Nakuru County. A questionnaire was employed in data collection. In data analysis, both descriptive and inferential data analysis methods were utilized. Data analysis was performed using the Statistical Packages for the Social Sciences (SPSS), with findings presented in tables. The results indicated a significant relationship between supplier-centric mapping and performance ($r = .409^{**}$, $p = 0.002$). As per regression analysis results, the coefficient of determination was $R^2=0.167$, hence 16.7% of the observed changes in procurement performance was contributed by supplier-centric mapping within supply chain adaptability. The study concludes that supplier-centric mapping enhance procurement performance by improving collaboration, aligning the activities with within supply chains with market changes and streamlining sourcing operations. These promote cost efficiency, timely deliveries, consistent inventory turnover, and operational resilience in supermarket procurement processes. It is recommended that supermarkets enhance supplier relationships through structured collaboration and leverage predictive insights to attain and maintain stable procurement performance.*

KeyWords: *Supplier-centric Mapping, Procurement Performance, Supermarkets*

I. Introduction

Adaptability within supply chains demonstrates an organization's ability to maintain stability while navigating constantly evolving business landscapes (Jahin, Shovon, Shin, Ridoy, & Mridha, 2024). As market conditions fluctuate, firms are compelled to recalibrate operational workflows and scheduling frameworks so they remain aligned with newly emerging requirements. According to Escamilla, Fransoo, and Tang (2021), these adjustments often encompass reconfiguring supplier relationships, repositioning inventory holdings, or redefining service delivery parameters to maintain efficiency and reliability. Effectively responding to external forces such as economic volatility demands a comprehensive understanding of the broader supply chain structure and the interdependencies that define it. In addition, cross-functional coordination becomes indispensable, ensuring that each segment of the chain adapts in unison and avoids fragmentation, while the application of analytical insights strengthens continuity and minimizes the risk of potential disruptions (Yang, Huo, & Gu, 2022).

Within the broader framework of supply chain adaptability, supplier-centric mapping provides a clear perspective on the positioning and influence of suppliers within the procurement network, enabling firms to make more informed strategic decisions (Jahin et al., 2024). By enhancing visibility across the supply chain, organizations are better equipped to identify

potential vulnerabilities, such as overdependence on particular suppliers or inefficiencies in order fulfillment, and respond proactively before such issues escalate into disruptions. This heightened visibility also allows procurement teams to evaluate supplier performance on key dimensions such as cost efficiency, reliability, and flexibility, thereby supporting a more data-driven approach to supplier management (Browder, Dwyer, & Koch, 2024). Through this mapping, organizations can quickly reroute sourcing strategies when weaknesses are detected, either by reallocating orders among existing suppliers or by integrating new partners who meet operational requirements.

The retail industry in Kenya has seen considerable growth in recent years, with supermarkets being pivotal in transforming the sector (Ndubi & Ndeto, 2024). Prominent supermarket chains like Naivas, Carrefour, and Quickmart have thrived by broadening their presence in urban and peri-urban locations, providing a diverse array of products, from fresh fruits and vegetables to household items and electronics. These supermarkets have adjusted to shifting consumer demands by adopting modern retail technologies, loyalty programs, and varied product lines. Naivas, in particular, has become a key player, rapidly expanding and launching new branches nationwide (Kibiri, 2022). Carrefour has also captured a notable share of the market, leveraging its global presence and robust supply chain. Conversely, not all supermarket chains have been successful

The face persistent procurement challenges that undermine their overall operational efficiency (Mbenia & Machoka, 2024). The recurring issue of overstocking and dead stock, remains a major concern across the sector. According to a report by Retail Trade Association of Kenya (RETRAK, 2025), supermarkets are grappling with high carrying costs and increased resource wastage, all of which point to undesirable procurement performance. The limited real-time visibility into supply chain activities further constrains timely and informed decision-making, while also constraining the procurement workflows. The recent experience of Tuskys Supermarket highlights the impact of such procurement inefficiencies. The procurement process inefficiencies and delayed supplier payments contributed to its operational breakdown and eventual liquidation. Moreover, the ceasing of operations by major retailers such as Nakumatt, Uchumi, and Ukwala was associated with fragmented procurement processes and supply chain inefficiencies, which demonstrated inadequate procurement performance.

The previous studies have concentrated on broad supply chain management practices, with little focus on adaptability in the supermarkets in Kenya. For instance, Simiyu and Namusonge (2024) highlighted that customer orientation and decentralized procurement significantly influence supermarket performance. Ndubi and Ndeto (2024) found that risk management and supplier relationship strategies play a critical role in improving outcomes. Similarly, Okello (2024) established that supply chain integration is strengthened through decision alignment and information sharing, which in turn affect performance. While these studies shed light on quality, resilience, and integration, they pay limited attention to adaptability in terms of supplier-centric mapping within supermarkets. The current study assessed the effect of supplier-centric mapping on the procurement performance of Supermarkets in Nakuru County, Kenya.

II. Objective of the Study

The objective of the study was to determine the effect of supplier-centric mapping on procurement performance of supermarkets in Nakuru County, Kenya.

III. Literature Review

Supplier-centric mapping emphasizes the alignment of procurement and supply chain processes with the specific capacities and performance patterns of suppliers (Ma, Su, Gao, & Wang, 2022). By adopting this orientation, firms refine their procurement strategies through a deeper understanding of supplier strengths and limitations, enabling them to adjust their sourcing decisions accordingly. This deliberate alignment fosters stronger collaborative relationships, enhances resilience within supply chains, and reinforces risk management practices while ensuring that procurement strategies remain responsive to dynamic market conditions (Omondi & Ndeto, 2024). A critical dimension of supplier-centric mapping is information sharing, which encourages transparent communication and closer coordination between organizations and their suppliers. When firms provide suppliers with accurate insights regarding demand projections, stock levels, and production timetables, suppliers are able to realign their processes with the precise needs of buyers (Phadnis, 2024). Such structured data exchange leads to more precise procurement orders, reducing discrepancies and improving alignment across the supply chain.

Diversified sourcing, as another integral element of supplier-centric mapping, mitigates risks linked to supplier dependence by expanding procurement networks to multiple supply sources (Thiong'o & Lambaino, 2023). Through this approach, firms can exploit the unique advantages offered by different suppliers, such as cost reductions, specialized product offerings, or geographic accessibility, thereby reducing exposure to risks while improving operational flexibility. This broad supplier base provides procurement teams with alternative pathways to secure products, ensuring continuity

of supply and reducing susceptibility to unexpected disruptions within supply chains (Akyuz & Bıcer, 2022). The strategy allows organizations to better balance efficiency with resilience, offering a buffer against volatility in supplier performance. The on-time delivery rate also emerges as a central performance factor in supplier-centric mapping, shaping the success of procurement operations and overall supply chain effectiveness. Companies that proactively monitor this metric and collaborate with suppliers to improve timeliness are better positioned to achieve predictable and reliable supply flows. Adherence to scheduled deliveries contributes directly to improved inventory control, shorter replenishment cycles, and reduced procurement uncertainties.

Through aligning procurement practices with suppliers who maintain consistent delivery performance, firms can reduce the likelihood of stockouts, optimize inventory turnover, and maintain smoother operational flows (Muneeb, Nobanee, Kamal, & Shanti, 2023). High levels of delivery reliability not only demonstrate strong supplier performance but also support a more synchronized and adaptive supply chain environment, empowering firms to operate with heightened efficiency and responsiveness. Absorptive capacity theory highlights that a firm's capacity to absorb new knowledge is dynamic, evolving over time through learning, experience, and the acquisition of capabilities. Aspects such as prior knowledge, the firm's technical skills, and its capability to interpret and integrate new information affect absorptive capacity. In the context of supply chain management, absorptive capacity theory emphasizes a firm's ability to acknowledge, assimilate, and employ external knowledge to enhance its supply chain operations (Hashem, 2024). This ability enables organizations to stay responsive to market fluctuations, technological progress, and changing customer preferences through the effective integration of new information, best practices, and innovations from suppliers, partners, or other external entities.

Firms with high absorptive capacity can effectively collect, assimilate, and analyze market data, including consumer preferences, competitor actions, supplier innovations, and macroeconomic trends (Salam & Bajaba, 2023). This skill allows them to swiftly adjust their procurement, production, and distribution processes in reaction to shifting market dynamics, such as demand changes, new regulations, or technological innovations. By incorporating this external market knowledge, organizations can better align their supply chain operations with changing market conditions, ensuring responsiveness to changes in consumer behavior, industry trends, and supply risks (Kastelli, Dimas, Stamopoulos, & Tsakanikas, 2024). Consequently, firms can maintain flexibility, minimize uncertainty, and uphold a competitive edge by proactively adapting their supply chains in accordance with the latest market insights. Absorptive capacity theory provides a foundation for analyzing various supply chain adaptability approaches (Salam & Bajaba, 2023). The supplier-centric mapping depends on the assimilation of knowledge about supplier capabilities and networks, allowing for more agile and informed supplier engagement. Figure 1 illustrates the connection between the supplier-centric mapping and procurement performance.

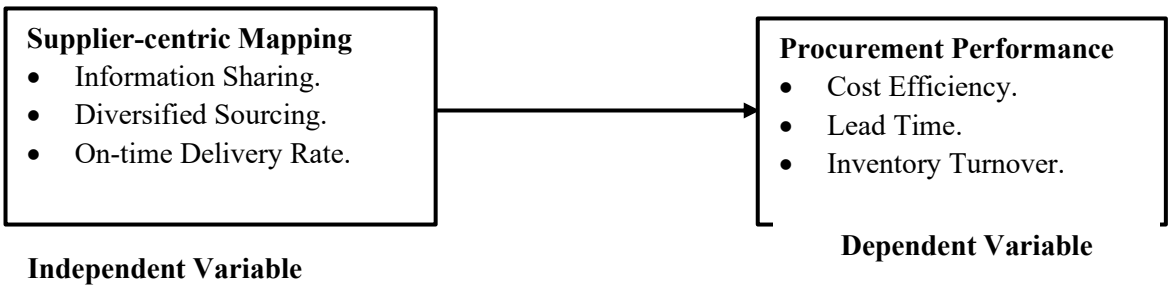

Figure 1: Conceptual Framework

The empirical review looks into past studies and their findings in relation to supplier-centric mapping and procurement performance in supermarkets. Aluoch, Aila, and Ochung (2024) carried out a study on the role of supply chain mapping in sustainable procurement among manufacturing firms in Kenya, and the findings confirmed that mapping plays a critical role in advancing sustainable procurement and supply chain management. Simiyu and Namusonge (2024) examined supply chain quality management practices in large supermarkets in Nairobi City County, establishing a strong significant correlation between customer focus and performance ($r = 0.769$, $p = 0.000$), as well as between procurement decentralization and performance ($r = 0.679$, $p = 0.000$). Ndubi and Ndeto (2024) focused on supply chain resilience strategies and supermarket performance, showing that both risk management strategies and supplier relationship management strategies significantly influence performance.

Okello (2024) analyzed the moderating role of supply chain pillars on the relationship between supply chain integration and retail outlets' performance through a cross-sectional survey involving 2,654 employees from Naivas, Quickmart, Chandarana, and Carrefour supermarkets across four Kenyan cities. Logistic regression results demonstrated a notable moderating effect, with Supply Chain Incentive Alignment (Est. = 1.3888321; $p \leq 0.01$) contributing most to retail outlet performance, followed by Supply Chain Decision Synchronization (Est. = 1.290342; $p \leq 0.01$) and supply chain information sharing (Est. = 0.874501; $p \leq 0.05$). The study emphasized that investing in integration practices such as information sharing, decision synchronization, and incentive alignment enhances service delivery, customer satisfaction, and profitability in retail operations. Previous studies on procurement performance have often emphasized broad supplier relationship management practices without paying sufficient attention to supplier-centric mapping as a distinct approach. Much of the existing work has concentrated on general aspects such as cost reduction, supplier evaluation, and contract management, yet little focus has been directed toward how mapping supplier-related practices can strategically improve supermarket procurement performance. Additionally, while studies have mentioned information flows, sourcing strategies, and delivery performance individually, there is limited integration of these dimensions under a supplier-centric framework. The lack of such integration presents a gap in understanding how supplier practices can be mapped, monitored, and optimized to enhance procurement performance in supermarkets where efficiency, timeliness, and resilience are critical.

IV. Methodology

A descriptive research design was used. This design facilitated the collection of detailed data on supply chain adaptability approaches, enabling a comprehensive understanding of how these mechanisms operate within supermarket environments. It also supported the identification of relationships between supply chain adaptability approaches and procurement performance, allowing for the examination of patterns and associations between key variables. The target population consisted of 19 supermarkets operating in Nakuru County, which served as the unit of analysis. The unit of observation was the general managers, procurement managers, store managers, and marketing managers within these supermarkets. A total of 76 respondents were involved, with 4 respondents from each supermarket. A questionnaire was used to collect data. The questionnaire ensured consistency in the data collection process, as all respondents answer the same set of questions in the same way. This approach helped reduce biases and enhance the reliability of the data. Descriptive analysis involved the use of percentages, means, and standard deviations, while inferential analysis included correlation and regression techniques. Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS), with the results presented in tables. The following regression model was applied:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where;

Y = Procurement Performance
β_0 = Constant
β_1 = Beta Coefficient
X_1 = Supplier-centric Mapping
ε = Error of Margin

V. Findings and Discussions

This section presents both the descriptive and inferential results of the study. It specifically highlights the discussions and interpretation on the effect of supplier-centric mapping on procurement performance of supermarkets.

5.1 Descriptive Findings and Discussions

The study sought to establish the effect of supplier-centric mapping on procurement performance. The findings are presented in Tables 1 and 2:

Table 1: Effect of Supplier-centric Mapping on Procurement Performance

		N	SA	A	N	D	SD	Mean	Std. Dev
			Percentage (%)						
1.	Information sharing with stakeholders enhances procurement performance in your organization.	56	57.1	37.5	5.4	0	0	4.52	0.603
2.	Information sharing with stakeholders rarely enhances procurement performance in your organization.	56	12.5	19.6	23.2	28.6	16.1	2.84	1.276
3.	Information sharing is the criteria for enhancement of procurement function in your organization.	56	60.7	30.4	8.9	0	0	4.52	0.660
4.	Diversified sourcing for products influence procurement performance in your organization.	56	37.5	44.6	12.5	5.4	0	4.14	0.841
5.	A diversified supplier base has limited influence on cost efficiency in the procurement function in your organization.	56	17.9	30.4	16.1	30.4	5.4	3.25	1.225
6.	Diversified sourcing is an important consideration in enhancing flexibility within procurement processes in your organization.	56	37.5	48.2	8.9	3.6	1.8	4.16	0.869
7.	On-time delivery rate enhances procurement performance in your organization.	56	66.1	28.8	3.6	1.8	1.8	4.54	0.808
8.	On-time delivery rate rarely enhances the procurement performance in your organization.	56	12.5	21.4	12.5	28.6	25	2.68	1.390
9.	On-time delivery rate is the benchmark for improving procurement performance in your organization.	56	48.2	44.6	5.4	1.8	0	4.39	0.679

According to the findings in Table 1, 57.1% of the respondents strongly agreed and 37.5% agreed, showing that 94.6% in total agreed (Mean=4.52; Std. Dev.=0.603) that information sharing with stakeholders enhances procurement performance in the organization. The outcome indicates that effective communication builds stronger alignment across parties involved in the procurement activities. It further shows that seamless data exchange minimizes operational bottlenecks and improves procurement performance among supermarkets. Notably, 23.2% of the respondents were neutral, 28.6% disagreed and 16.1% strongly disagreed (Mean=2.84; Std. Dev.=1.276) that information sharing with stakeholders rarely enhances procurement performance in the organization. The study also established that 60.7% of the respondents strongly agreed and 30.4% agreed, confirming that 91.1% were in agreement (Mean=4.52; Std. Dev.=0.660) that information sharing is the criteria for enhancement of procurement function in the organization.

Findings show that timely availability of information supports more accurate forecasting and demand planning. They also reveal that systematic information flow fosters accountability and improves decision quality in the procurement function. 37.5% of the respondents strongly agreed and 44.6% agreed, meaning 82.1% in total agreed (Mean=4.14; Std. Dev.=0.841) that diversified sourcing for products influences procurement performance in the organization. The outcome highlights that reliance on multiple sources reduces vulnerability to disruptions. It was further revealed that 16.1% of the respondents were indifferent, 30.4% disagreed and 5.4% strongly disagreed (Mean=3.25; Std. Dev.=1.225) that a diversified supplier base has limited influence on cost efficiency in the procurement function in the organization. Evidence points out that firms with wider supplier networks achieve better bargaining power and reduced costs. The responses further indicate that over-dependence on few suppliers can expose firms to higher expenses and uncertainties. Moreover,

37.5% of the respondents strongly agreed and 48.2% agreed, indicating that 85.7% were in agreement (Mean=4.16; Std. Dev.=0.869) that diversified sourcing is an important consideration in enhancing flexibility within procurement processes in the organization.

The results show that sourcing from several suppliers allows organizations to adapt quickly to market shifts. They also affirm that diversity in supply options ensures continuity when disruptions affect specific sources. 66.1% of the respondents strongly agreed and 28.8% agreed, showing that 94.9% in total agreed (Mean=4.54; Std. Dev.=0.808) that on-time delivery rate enhances procurement performance among the supermarkets. The responses indicate that timely supply of goods supports uninterrupted production and service delivery. They also highlight that consistent delivery schedules reduce the need for excess inventory and related costs, which inform the level of procurement performance. 12.5% of the respondents were neutral, 28.6% disagreed and 25% strongly disagreed (Mean=2.68; Std. Dev.=1.390) that on-time delivery rate rarely enhances procurement performance in the organization. 48.2% of the respondents strongly agreed and 44.6% agreed, reflecting that 92.8% were in agreement (Mean=4.39; Std. Dev.=0.679) that on-time delivery rate is the benchmark for improving procurement performance in the organization. Thus shows that consistent delivery is viewed as a measure of supplier dependability and procurement performance.

Table 2: Procurement Performance

		N	SA	A	N	D	SD	Mean	Std. Dev
			Percentage (%)						
1.	Cost efficiency in the supply chain process reflects the level of procurement performance in your organization.	56	44.6	46.4	8.9	0	0	4.36	0.645
2.	Cost efficiency has limited influence on evaluating procurement performance in your organization.	56	10.7	17.9	32.1	26.8	12.5	2.88	1.176
3.	Cost efficiency is essential for sustaining effective procurement performance in your organization.	56	37.5	55.4	7.1	0	0	4.30	0.601
4.	Lead time is consistently short, indicating stable procurement performance in your organization.	56	33.9	42.9	19.6	3.6	0	4.07	0.828
5.	Lead time has minimal significance on determining procurement performance in your organization.	56	22.3	14.3	32.1	16.1	14.3	3.16	1.345
6.	Lead time serves as benchmark for improving procurement performance in your organization.	56	35.7	44.6	17.9	1.8	0	4.14	0.775
7.	Inventory turnover reliably indicates the procurement performance in your organization.	56	50	44.6	5.4	0	0	4.45	0.601
8.	Inventory turnover plays a minor role in informing procurement performance in your organization.	56	12.5	16.1	17.9	33.9	19.6	2.68	1.309
9.	Inventory turnover is the criteria for evaluating procurement performance in your organization.	56	51.8	32.1	14.3	0	1.8	4.32	0.855

As per the findings, 44.6% of the respondents strongly agreed and 46.4% agreed hence 91% in total agreed (Mean=4.36; Std. Dev.=0.645) that cost efficiency in the supply chain process reflects the level of procurement performance in the organization. However, 26.8% of the respondents disagreed and 12.5% strongly disagreed (Mean=2.88; Std. Dev.=1.176) that cost efficiency has limited influence on evaluating procurement performance in the organization. 37.5% of the respondents strongly agreed and 55.4% agreed hence 92.9% in total agreed (Mean=4.30; Std. Dev.=0.601) that cost efficiency is essential for sustaining effective procurement performance in the organization. 32.1% of the respondents were

neutral, 16.1% disagreed and 14.3% strongly disagreed (Mean=3.16; Std. Dev.=1.345) that lead time has minimal significance on determining procurement performance in the organization. 35.7% of the respondents strongly agreed and 44.6% agreed hence 80.3% in total agreed (Mean=4.14; Std. Dev.=0.775) that lead time serves as benchmark for improving procurement performance in the organization. 50% of the respondents strongly agreed and 44.6% agreed hence 94.6% in total agreed (Mean=4.45; Std. Dev.=0.601) that inventory turnover reliably indicates the procurement performance in the organization. It was established that 51.8% of the respondents strongly agreed and 32.1% agreed hence 83.9% in total agreed (Mean=4.32; Std. Dev.=0.855) that inventory turnover is the criteria for evaluating procurement performance in the organization. The results indicated that respondents widely recognized its role in aligning procurement decisions with supplier capabilities. This demonstrates that strong supplier mapping fosters better coordination, enhances flexibility, and supports continuity in product availability among supermarkets.

5.2 Inferential Findings and Discussions

The inferential analysis comprised correlation and regression analysis, which were used to examine the relationship between supplier-centric mapping and procurement performance of Supermarkets

5.2.1 Correlation Analysis

Correlation analysis was carried out to assess the association between each supplier-centric mapping and procurement performance of supermarkets. The results of this analysis are presented in Table 3:

Table 3: Correlation between Supplier-centric Mapping and Procurement Performance

		Procurement Performance
Supplier-centric Mapping	Pearson Correlation	.409**
	Sig. (2-tailed)	.002
	N	56

The correlation analysis revealed a significant relationship between supplier-centric mapping and procurement performance (r = 0.409**; p = 0.002). The positive correlations imply that increase in supplier-centric mapping lead to increase in procurement performance. A stronger collaboration and exchange of information between supermarkets and suppliers fosters better alignment of procurement activities with organizational goals. Additionally, it was established that diversified sourcing enable supermarkets to minimize supply disruptions and maintain a steady flow of products in supermarkets.

5.2.2 Regression Analysis

Regression analysis was done to establish the relationship between supplier-centric mapping and procurement performance. The pertinent results are presented in Tables 4, 5, and 6:

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.409[a]	.167	.152	.43078

a. Predictors: (Constant), Supplier-centric Mapping

The results show that the coefficient of determination (R Square) was 0.167, meaning that 16.7% of the variation in procurement performance is explained by supplier-centric mapping. As such, supplier-centric mapping within the domain of supply chain adaptability affects the supermarkets' procurement performance.

Table 5: NOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.014	1	2.014	10.855	.002[b]
	Residual	10.021	54	.186		
	Total	12.035	55			

a. Dependent Variable: Procurement Performance

b. Predictors: (Constant), Supplier-centric Mapping

The Analysis of Variance (ANOVA) results in Table 5 show that the regression model is statistically significant, with an F-value of 10.855 and a corresponding p-value of 0.002, which is below the 0.05 significance level. This indicates that the model provides a good fit for the data and that the supplier-centric mapping significantly affected the procurement performance.

Table 6: Regression Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.202	.494		4.462	.000
Supplier-centric Mapping	.415	.126	.409	3.295	.002

a. Dependent Variable: Procurement Performance

Based on the regression coefficients, the model was interpreted as; $Y= 2.202 + 0.415X_1 + \varepsilon$. The results show that a one-unit increase in supplier-centric mapping leads to 0.415 unit increase in procurement performance. Overall, procurement performance is predictable from supplier-centric mapping. The relationship between supplier-centric mapping and procurement performance was significant (t=3.295; p=0.002) at a 95% confidence level. As such, the supplier-centric mapping effects the procurement performance of supermarkets.

VI. Conclusion

The study concludes that supplier-centric mapping enhances procurement processes by fostering continuous collaboration and information exchange with suppliers, which ultimately affect procurement performance. This approach improves cost efficiency by enabling supermarkets to negotiate better terms, reduce operational wastage, and allocate resources effectively. Timely coordination with multiple suppliers shortens lead times, ensuring products are available when needed, while maintaining consistent inventory turnover by preventing stockouts and overstock situations. Diversified sourcing further strengthens resilience, allowing supermarkets to adapt quickly to disruptions without compromising operational continuity. As such, supplier-centric mapping provides a structured framework for ensuring reliability, efficiency, and alignment between procurement objectives and supplier capabilities.

Recommendation

The study recommends that supermarkets enhance supplier-centric mapping by fostering structured communication and continuous collaboration with suppliers to strengthen overall procurement performance. Diversifying supplier networks improves cost efficiency, ensures timely deliveries, and maintains consistent inventory turnover by reducing disruptions. Aligning procurement objectives with supplier capabilities allows supermarkets to shorten lead times, improve reliability, and sustain operational continuity.

References

[1] Akyuz, G. A., & Bıcer, B. (2022). Impact, benefits and challenges of IoT for Logistics and Supply Chain Management. *Journal of Turkish Operations Management, 6*(2), 1153-1172.

[2] Aluoch, O.A., Aila, F., & Ochung, T.A.W. (2024). Role of supply chain mapping in sustainable procurement among manufacturing firms in Kenya. *International Journal of Economics, Commerce and Management, 12*(2), 210-223.

[3] Browder, R. E., Dwyer, S. M., & Koch, H. (2024). Upgrading adaptation: How digital transformation promotes organizational resilience. *Strategic Entrepreneurship Journal, 18*(1), 128-164.

[4] Escamilla, R., Fransoo, J. C., & Tang, C. S. (2021). Improving agility, adaptability, alignment, accessibility, and affordability in nanostore supply chains. *Production and Operations Management, 30*(3), 676-688.

[5] Hashem, G. (2024). Adopting Industry 4.0 through absorptive capacity and innovation ambidexterity with the moderation of learning capability. *Business process management journal, 30*(6), 1995-2024.

[6] Jahin, M. A., Shovon, M. S. H., Shin, J., Ridoy, I. A., & Mridha, M. F. (2024). Big data supply chain management framework for forecasting: Data preprocessing and machine learning techniques. *Archives of Computational Methods in Engineering, 31*(6), 3619-3645.

[7] Kastelli, I., Dimas, P., Stamopoulos, D., & Tsakanikas, A. (2024). Linking digital capacity to innovation performance: The mediating role of absorptive capacity. *Journal of the Knowledge Economy, 15*(1), 238-272.

[8] Kibiri (2022) conducted a study on merchandising strategies and sales growth of Naivas Supermarkets in Nairobi County. (MBA Research Project, United States University).

[9] Ma, H., Su, J., Gao, X., & Wang, N. (2022). How do emerging market suppliers reshape the governance of global value chains? Evidence from China. *Global Networks, 22*(4), 766-791.

[10] Mbenia, S., & Machoka, P. (2024). Bullwhip effect and supply chain performance of large scale retail supermarkets in Nairobi City County, Kenya. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME), 8*(4), 777-790.

[11] Muneeb, D., Nobanee, H., Kamal, M. M., & Shanti, H. Z. (2023). A bibliometric review of supply chain finance and digitalisation: mapping, current streams, and future researchagenda. *Management Review Quarterly, 1-39.*

[12] Ndubi, V. O., & Ndeto, C. (2024). Supply chain resilience strategies and performance of supermarket chains in Nairobi City County, Kenya. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME), 8*(4), 185-197

[13] Okello, S.A. (2024). Moderating Effect of Supply Chain Pillars on the Relationship between Supply Chain Integration and Retail Outlets Performance: An Analysis of Selected Supermarkets in Kenya. (Thesis, Jaramogi Oginga Odinga University of Science and Technology)

[14] Omondi, N.V., & Ndeto, C. (2024). Supply Chain Resilience Strategies and Performance of Supermarket Chains in Nairobi City County, Kenya. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME), 8*(4), 185-197

[15] Phadnis, S. (2024). A review of research on supply chain adaptability: Opening the black box. *Journal of Business Logistics, 45*(1), e12370.

[16] Salam, M. A., & Bajaba, S. (2023). The role of supply chain resilience and absorptive capacity in the relationship between marketing–supply chain management alignment and firm performance: A moderated-mediation analysis. *Journal of Business & Industrial Marketing, 38*(7), 1545-1561.

[17] The Retail Trade Association of Kenya (RETRAK). (2025). Kenya's new retail giants grow, risks persist. Retrieved from https://retrak.co.ke/en/component/content/article/kenyas new-retail-giants-grow-risks-persist?catid=2&Itemid=189

[18] Thiong'o, K.S., & Lambaino, N. (2023). Effect of Strategic Sourcing Practices on Supply Chain Performance of Retail Supermarkets in Nairobi City County, Kenya. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME), 7*(1), 302-314.

[19] Yang, L., Huo, B., & Gu, M. (2022). The impact of information sharing on supply chain adaptability and operational performance. *The International Journal of Logistics Management, 33*(2), 590-619.