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Inventory Management Practices and Performance of Food and Beverage Manufacturing Firms in Kisumu City County, Kenya

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Abstract:

Purpose: *The primary objective of the study was to examine the effect of inventory materials management on the performance of food and beverage manufacturing firms in Kisumu City County, Kenya. Specifically, the study focused on the roles of economic order quantity and just-in-time inventory practices.*

Material/methods: *The study targeted 115 respondents from the production, finance, and procurement departments of selected manufacturing firms. Data were collected using both open- and closed-ended questionnaires. A pilot test involving 10% of the sample was conducted to assess the reliability and validity of the instrument, with expert validation provided by the research supervisor. Reliability was tested using the test–retest method. Purposive random sampling was employed to include all relevant elements in the study. Data were cleaned and edited for clarity and relevance, and analyzed using the Statistical Package for Social Sciences (SPSS) Version 28. Results were presented in frequency tables and percentages.*

Findings: *The findings revealed a strong positive relationship between inventory materials management practices—specifically economic order quantity and just-in-time inventory—and the performance of food and beverage manufacturing firms.*

Conclusion*: The study concluded that effective inventory materials management significantly enhances organizational performance in the manufacturing sector. The application of appropriate inventory control techniques contributes to improved operational efficiency and overall firm performance.*

Value: *This study adds to the empirical literature on supply chain and operations management within Kenya's manufacturing sector. It provides practical recommendations for manufacturing firms seeking to improve performance through strategic inventory management practices.*

Keywords*: Inventory Materials Management, Performance Of Food And Beverages Manufacturing Firms, Economic Order Quantity, Just In Time Inventory*

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1.1.Introduction

Nowadays, economy logistics and supply chain management have become crucial components of a company's competitive strategy. These practices were initially limited to contexts, where logisticians, under Napoleon Bonaparte, were responsible, for

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overseeing troop accommodations. The idea of logistics has gone through changes becoming more extensive and encompassing economic activities. It now involves the management of movements of goods, services, and essential information, from the production site to the point of consumption. This makes it a vital component, for the functioning of any organization. According to Barbosa et al. (2017), Supply chain management (SCM) involves the coordination of business processes and activities, across a network of organizations. These networks, which can vary in size and the types of products they handle, play a role in transforming materials into finished goods and delivering them to customers. In today's economy, achieving efficiency in SCM is essential, for gaining a long-term competitive edge and meeting the demands of the supply chain effectively (Hitt, Xu & Carnes, 2016).

According to the research of Chopra and Meindl (2016) in today's business, landscape companies no longer operate as entities. Rather, it is an integral part of a dynamic and interconnected supply chain. This perspective acknowledges that all businesses are involved in the movement of goods, services, funds, and knowledge both upstream and downstream. This perspective highlights the importance of understanding the structure of the supply chain, which consists of three elements: suppliers, network architecture characteristics, and different types of links connecting activities, within the supply chain. Logistics plays a role, in supply chain operations as it enhances the efficiency of the chain by fostering long-term voluntary cooperation among independent actors, in the supply chain (Choi, Wallace & Wang, 2023).

Supply chain management (SCM) refers to the management of supply chain activities aiming to create value, for customers and gain an advantage, over rivals in the long run (Chopra & Meindl, 2016). It includes the processes that transform materials into completed products, such, as acquiring and purchasing, production and transportation along, with the technology systems that enable the coordination of all these activities. Based on the research, the convergence of supply chains helps facilitate collaboration and coordination, among participants, in the supply chain network. However, as we can see, putting this integration into practice is filled with challenges because of its complexities. The paper proposes that even though there may be challenges, in embracing supply chain integration it is still an element for successful supply chain management. Supply chain management emphasizes the connection between parts of a business coordinating activities across the supply chain and the importance of efficient logistics. Therefore by tackling the intricacies of integration and fostering collaboration among supply chain partners, companies can enhance their performance, in supply chain management. This framework provides context, importance, and a transparent indication of the research's emphasis, on the connection, between logistics and supply chain management (Patil et.al., 2017).

On the side, business processes refer to a series of organized activities or tasks that aim to deliver a specific product or service to targeted customers. These processes play a role, in any business as they greatly influence its profitability and ability to attract customers. The interplay between supply chain management (SCM) and business processes is of importance, and plays a crucial role in achieving corporate success. Instance needs to have procurement strategies in place to acquire the resources, for production at the right price, time, and quality level. Likewise, the implementation of manufacturing techniques can lead to cost reduction, enhanced product quality, and a

boost, in consumer satisfaction and loyalty. In addition, it is essential to manage the logistics operations involved in storing and moving items to guarantee accurate delivery of products to clients. Any delays or errors, in the delivery process could lead to customer dissatisfaction and potential loss of business. Integrating information systems, in supply chain management (SCM) allows for the flow of information between corporate activities. This integration has benefits, including enhancing the accuracy of demand forecasting simplifying inventory management, and fostering collaboration with suppliers and consumers. Ultimately these improvements contribute to a level of efficiency and effectiveness, in the supply chain (Dakhli & Lafhaj, 2017).

Supply change management is a highly-detailed system used by small and large organizations alike to get products to consumers, from obtaining raw materials, manufacturing and delivering the final product to the customer. A well-organized supply chain management system involves optimizing operations functionality to be fast and efficient (Geissdoerfer et al., 2023). Today, more than ever before, supply chain management has become an integral part of business and is essential to any company's success and customer satisfaction. Supply chain management has the power to boost customer service, reduce operating costs and improve the financial standing of a company, but how does this work? What is Supply Chain Management, and why it is Important Organizations increasingly find that they must rely on effective supply chains, or networks, to compete in the global market and networked economy. In Deepak et.al (2015) new management paradigms, this concept of business relationships extends beyond traditional enterprise boundaries and seeks to organize entire business processes throughout a value chain of multiple companies.

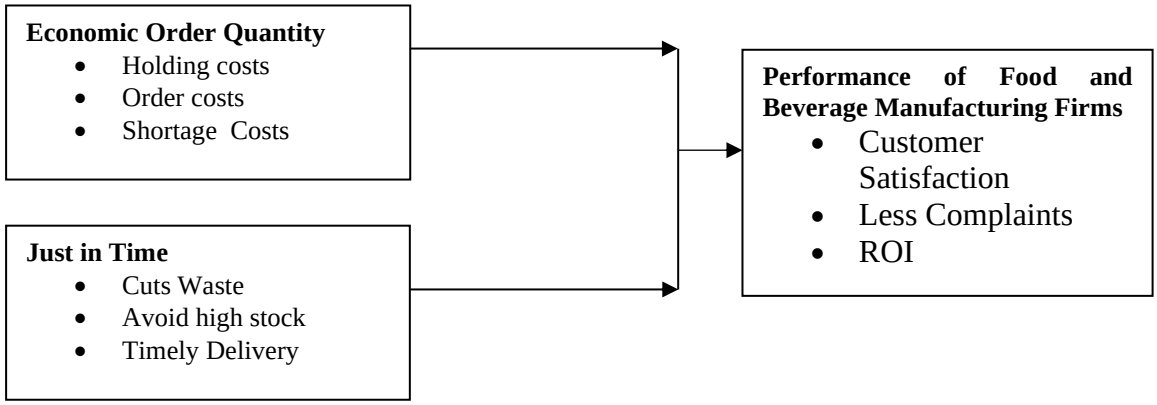
Many food and beverage manufacturers in Kisumu City County still lack formal inventory management systems—such as just-in-time ordering, requirements planning, and safety-stock controls—which has led to frequent stock-outs and costly disruptions (Bw'obegi & Osoro, 2023; Pfohl, Yahsi & Kurnaz, 2023). These stock-outs not only delay production but also incur machine downtime, lost labor hours, erode customer service and goodwill, and weaken competitive positions. Complex product lines heighten these risks by demanding precise identification and replacement of diverse inputs. Compounding matters, firms also face pilferage, spoilage, overstocking that ties up capital, and misvalued inventories (Ezhilmathi et al., 2017). Despite extensive research abroad, few studies have examined how inventory practices specifically affect Kenyan food and beverage firms (Nayak et al., 2016), a gap that this study aims to address.

1.2.Theoretical Review

Harris F Over the past century, research on lot-sizing has grown exponentially from Harris's seminal 1913 Economic Order Quantity (EOQ) model to encompass a vast body of work—219 key papers spanning 1913 to 2012—examined through Scopus and Google Scholar searches and a rigorous four-point relevance scale (Kozlenkova et al., 2014). Scholars have incrementally extended Harris's basic cost-minimization framework, incorporating real-world constraints and reflecting broader trends in operations management, yet the enduring appeal of the original EOQ model lies in its elegant simplicity and minimal data requirements. Despite abundant theoretical refinements—ranging from nuanced cost-function definitions to direct costing methods—the literature remains primarily focused on framing total inventory cost functions, mirroring the evolution of manufacturing priorities over time (Sender, 1997). Practical implementations continue to favor Harris's basic formula as a reliable starting

point for lot sizing, underscoring that, while sophisticated algorithms abound, it is the deliberate application of any optimization method that ultimately drives performance gains.

Just-in-Time (JIT), Lean, the Theory of Constraints, and Six Sigma emerged as interrelated continuous improvement methodologies—rooted in Deming's quality principles, refined in Toyota's production system, and popularized by firms like Motorola and Israeli innovators—that collectively aim to streamline operations by eliminating non–value-adding steps (Sender, 1997; Barney, 2007). Though often marketed under distinct brands, these four approaches share a common philosophy: map and document existing processes, identify bottlenecks and waste, and implement targeted changes that yield genuine improvements rather than change for its own sake (Becker, 1962). By offering alternative lenses for process analysis—whether through JIT's pull systems, Lean's value-stream focus, TOC's constraint identification, or Six Sigma's data-driven defect reduction—operations managers gain versatile toolkits to enhance quality, reduce costs, and bolster overall throughput, with the prescriptive first step always being a detailed "walk" of the process to discern which activities truly add value.
Conceptual frameworks can be written or visual. Other types of conceptual framework representations might be taxonomic (verbal description categorizing phenomena into classes without showing relationships between classes) or mathematical descriptions.



Independent Variables **Dependent Variable**

Figure 2. 1: *Conceptual Framework*

2.1. Empirical Review

2.1.1. Economic Order Quantity and Performance of Food and Beverages Manufacturing Firms

With In today's volatile economy, firms must drive sales and cut costs to stay competitive, making robust inventory control systems indispensable; yet many have yet to harness proven models like Economic Order Quantity (EOQ)—which determines the optimal purchase quantity at the lowest total cost—and Just-in-Time (JIT)—which delivers the right amount of stock precisely when needed to minimize in-process inventory and carrying costs. Both EOQ and JIT form the backbone of an effective

inventory management system that supports profit maximization by reducing waste and tying up less capital in excess stock (Schönsleben, 2023).

At its core, inventory management seeks to balance the economics of holding sufficient stock to meet production and customer demands against the costs of storage, spoilage, pilferage, and obsolescence; too much inventory ties up working capital, while too little leads to costly stock-outs that halt manufacturing or drive customers to competitors, eroding goodwill and future sales. Because inventory often represents the largest asset on a firm's balance sheet, its proper planning—deciding what quantities to order and how frequently—and control—monitoring levels and triggering replenishment—are critical to maintaining operational continuity and financial health (Stotsky & WoldeMariam, 2016).

Recognizing these challenges, recent decades have seen the development of mathematical decision-support tools designed to set optimal inventory levels and address the limitations of traditional methods. EOQ and JIT processes were specifically created to correct shortcomings in classical inventory valuation and control approaches, enabling organizations to optimize resource use, minimize associated costs, and strike the right investment balance in stockholding—thereby enhancing profitability and return on assets (Stotsky & WoldeMariam, 2016).

2.1.2. Just-In-Time and Performance of Food and Beverages manufacturing Firms

Financial analysts have repeatedly cautioned that neglecting inventory management exposes firms to severe operational and financial risks, undermining long-term profitability and even threatening business continuity (Schönsleben, 2023). When inventories are left unmanaged, production lines can stall due to stock-outs of critical components, and companies may find themselves unable to meet minimum throughput requirements needed to cover fixed costs. At the same time, excess stock ties up working capital, increases storage and handling expenses, and heightens the risk of pilferage, spoilage, and obsolescence—each of which erodes margins and customer goodwill. In highly competitive industries, these inefficiencies quickly translate into lost market share: customers deprived of timely product availability may shift loyalties, inflicting a reputational blow that is difficult to reverse. Thus, firms must strike a delicate balance, neither overstocking nor understocking, to ensure that goods are available to satisfy production schedules and customer orders without locking up unnecessary funds.

The Economic Order Quantity (EOQ) model offers one widely adopted solution for determining the ideal order size that minimizes the combined costs of ordering and holding inventory (Sachin Pal et al., 2016). By continuously monitoring inventory levels and triggering replenishment when stock reaches a predefined reorder point, EOQ helps firms maintain optimal material quantities at the lowest total cost. This approach is especially effective for products with stable demand and reliable lead times, where the simplicity of the Harris basic model—requiring only demand, ordering, and holding-cost parameters—enables straightforward implementation. Complementing EOQ, the Just-in-Time (JIT) methodology synchronizes material deliveries with production schedules, ensuring that parts arrive precisely when needed and in exact quantities, thereby eliminating in-process inventories and further reducing carrying costs (Schönsleben, 2023). Originating in Henry Ford's early 20th-century operations

and later refined by Toyota's post–World War II lean thinkers, JIT emphasizes waste elimination and continuous flow, delivering considerable improvements in operational responsiveness and resource utilization (Yogesh Kumar et al., 2016).

Empirical evidence underscores the importance of moderating inventory levels to optimize supply-chain performance. A longitudinal U.S. study spanning 1981 to 2000 found that organizations with excessive warehouse stock suffered from inflated holding costs and inefficient workflows, while those maintaining minimal yet sufficient inventories achieved leaner operations and higher efficiency (Lai & Cheng, 2019). Firms that adopted moderate, data-driven inventory policies were able to minimize expenses related to storage, spoilage, and vendor-managed inventories, while avoiding the stock-out scenarios that halt production lines. This balanced approach not only streamlines material planning and control but also underpins Total Quality Control (TQC) by ensuring that resources are deployed precisely where and when they are needed, reinforcing both cost control and customer satisfaction (Ujjavala Patel et al., 2017). Together, EOQ and JIT comprise a complementary toolkit that enables companies to navigate today's uncertain economy, sustaining competitive advantage through disciplined inventory management and continuous process improvement.

3.1. Research Methodology

The study employed a descriptive research design to systematically gather and analyze data on inventory management practices from 115 employees across procurement, stores, finance, information technology, and transport departments in food and beverage manufacturing firms in Kisumu City County, Kenya (Kothari, 2011; Mugenda & Mugenda, 2008). Using purposive random sampling to ensure that participants possessed relevant experience and skills, the researcher developed a mixed-method questionnaire featuring both closed- and open-ended items to capture quantitative measures and qualitative insights into attitudes, opinions, and operational facts. Data were collected via a drop-and-pick technique over two weeks—with extensions granted when necessary—and a pilot test involving 12 respondents (10% of the sample) assessed the instrument's reliability and validity; reliability was confirmed through a test–retest procedure conducted three days apart, while content validity was established through expert review by the supervisor (Kothari, 2011; Mugenda & Mugenda, 2008). Upon retrieval, responses were screened for normality, coded, and analyzed in SPSS v.28 via descriptive statistics, and qualitative data were organized and thematically interpreted to explore relationships among the study variables, ensuring a comprehensive framework for answering the research questions and testing hypotheses.
The Multiple regression model formula was used as follows:

$Y = \beta_0 + \beta_1 X_1 + + \beta_2 X_2 + \varepsilon$ Where:

Y = Performance of Food and Beverage Manufacturing Firms, β_0 = Constant

β_1- β_4 = Coefficient of the independent variables, x_1 = Economic Order Quantity

X_2 = Just In Time

ε = Error term

4.1. Findings and Discussion

Out of 103 questionnaires that were circulated to the respondents, 81 of the respondents dully filled and retuned questionnaires; yielding a response of 79.32%. This was considered to be a very reliable response rate for the generalization of study findings is in line with Sharma (2015), states that a response rate of 70% and above is believed to be a reliable response rate. This was less 11 (10%) respondents who were pilot tested.

4.1.1. Descriptive Statistics

In this section, the study presents findings on Likert scale questions on the role of inventory management practices and performance of Kisumu City County, Kenya. The study specifically presents the effect of Economic order quantity, requirement planning, safety stock, Just in time on performance of Food and Beverage Manufacturing Firms in Kisumu City County, Kenya. Respondents were asked to use a 5-point Likert scale where 5 (SA) = Strongly Agree, 4(A) = Agree, 3(UD) = undecided, 2 (D) = Disagree, and 1(SD) = Strongly Disagree. Results obtained were interpreted using means and standard deviations where a mean value of 1-1.4 was interpreted as; (SD) =strongly disagree, (D)= disagree, N= neutral, (A)= agree and (SD) = strongly agree.

Respondents were requested to give their opinion on the variable Economic order quantity. From table 1, the respondents unanimously agreement that Economic order quantity ensured performance of Food and Beverage Manufacturing Firms in Kisumu City and periodic review in Kisumu City County in Kenya viable Respondents rated the impact of Economic Order Quantity (EOQ) practices on the performance of food and beverage manufacturers in Kisumu City County using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Overall, firms' EOQ implementation was viewed positively (Mean = 3.74, SD = 1.06), with the strongest consensus on the importance of staff training in EOQ principles (Mean = 4.06, SD = 0.81) and holding-cost considerations driving quality and innovation (Mean = 3.90, SD = 0.90). Agreement was also high that EOQ enhances performance (Mean = 3.57, SD = 0.80) and that ordering-cost management is beneficial (Mean = 3.56, SD = 0.92), while views on reorder-level effectiveness were more mixed (Mean = 3.54, SD = 1.30), reflecting some uncertainty about its practical application. These findings align with Nyile et al. (2022), who highlighted that clear EOQ guidelines bolster operational performance in the sector.

Table 1: *Economic order quantity*

	Mean	Std Dev
Our company frequently places small orders to keep inventory levels consistent.	3.30	1.60
We prefer placing smaller, more frequent orders over larger, less frequent ones.	3.56	0.92
We minimize higher ordering costs by reducing the number of orders	3.90	0.91
Our current storage facilities can easily accommodate the inventory from smaller, frequent orders.	4.06	0.81
Our company incurs high holding costs due to maintaining a large inventory.	3.54	1.30
Managing holding costs is a critical part of our inventory strategy.	3.57	0.80

We often face shortage costs due to delays or issues in placing orders.	4.11	0.71

Respondents generally agreed that Just-in-Time (JIT) practices positively impact production and inventory management in Kisumu City's food and beverage firms, with all seven statements averaging above the neutral midpoint. The strongest consensus was that JIT helps prevent production delays (Mean = 4.09, SD = 0.85) and avoids high stock accumulation (Mean = 4.03, SD = 0.89). Firms also reported efficient inventory management (Mean = 3.96, SD = 0.87) and consistent on-time delivery of supplies and products (Mean = 3.92, SD = 0.90). Waste reduction and avoidance of overstocking were seen as significant benefits (Means = 3.84, SD = 1.01 and 3.78, SD = 1.10, respectively), and overall, JIT was viewed as an effective tool for minimizing waste (Mean = 3.79, SD = 0.97) and maintaining lean operation.

Table 2: *Just in time*

	Mean	**Std Dev**
Implementing Just in Time has significantly reduced waste in our production process.	3.79	0.97
Our company effectively minimizes waste through JIT practices.	3.84	1.01
We successfully avoid holding high levels of stock by using JIT methods.	4.03	0.89
Our company does not face issues related to overstocking due to JIT practices.	3.78	1.1
The JIT system helps us manage inventory efficiently, preventing high stock accumulation.	3.96	0.87
We consistently achieve timely delivery of supplies and products with our JIT system.	3.92	0.9
Our JIT practices help prevent delays in the production process.	4.09	0.85

Respondents overwhelmingly reported strong organizational performance across all measured dimensions. The greatest consensus was on customer-complaint reduction (Mean = 4.60, SD = 0.83) and ROI growth over the past two years (Mean = 4.52, SD = 0.81), indicating significant improvements in both service quality and financial returns. Firms also rated their market expansion into new territories and their industry reputation highly (both Mean = 4.23, SD = 0.70), alongside notable sales growth (Mean = 4.22, SD = 0.85). Maintaining a dominant market position scored a solid 4.14 (SD = 0.79), while customer retention achieved a mean of 4.07 (SD = 0.76). The uniformly high means and relatively low standard deviations underscore a broad perception of enhanced competitiveness, operational excellence, and stakeholder trust within Kisumu City County's food and beverage sector.

Table 3: *Performance of Food and Beverage Manufacturing firms Kisumu City County*

	Mean	Std Dev
The company has effectively reduced the number of customer complaints.	4.6	0.83
The company's return on investment (ROI) has increased over the past two years.	4.52	0.81
The company has maintained a dominant market position over the last two years.	4.14	0.79
There has been notable growth in sales for the company over the past two years.	4.22	0.85
The company has effectively retained a majority of its customers over the past two years.	4.07	0.76
The company has expanded its market presence into new markets compared to its competitors.	4.23	0.7
The company has established a favorable reputation within the industry.	4.23	0.7

4.1.2. Pearson Correlation Analysis

Table 4 presents the Pearson correlations between firm performance and two inventory management practices (N = 81). Economic Order Quantity (EOQ) showed a strong, positive association with performance ($r = .534$, $p < .01$), indicating that firms applying EOQ more rigorously tended to report higher operational and financial outcomes. Just-in-Time (JIT) also correlated positively with performance, albeit more modestly ($r = .306$, $p < .01$), suggesting that lean, demand-driven replenishment contributes to better results. In contrast, the inter-correlation between EOQ and JIT was moderate ($r = .264$) but did not reach statistical significance ($p = .081$), implying that these two practices, while each beneficial to performance, operate largely independently rather than in tandem.

Table 4: *Correlation Coefficients*

		Performance of Kisumu city	**Economic order quantity.**	**Just in time**
Performance Of Kisumu City County	Pearson correlation	1		
	Sig. (2-tailed)			
Economic order quantity	Pearson correlation	.534*	1	
	N.	81*		
	Sig. (2-tailed)	0.00		
Just in time	Pearson correlation	.306**	0.264	1
	N	81	81	
	Sig. (2-tailed)	0.002	.0 81	

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

4.1.3. Regression Analysis

Regression analysis was used to establish the strengths of relationship between the performance of Food and Beverage Manufacturing firms in Kisumu City County, Kenya (dependent variable) and the predicting variables; Economic order quantity and just in time (Independent variables). With an R-squared of 0.634, the model shows that economic order quantity, just in time and Economic order quantity an contribute up to 63.4% on performance of Food and Beverage Manufacturing firms in Kisumu City County in while 36.6% this variation is explained by other indicators which are not inclusive in this study or model.

Table 5: *Model Summary Statistics*

R	R2	Adjusted R	Std. Error of the Estimate
0.796	0.634	0.732	0.063

a. Predictors: (constants); Economic Order Quantity, Just In Time
b. Dependent Variable: performance of Food and Beverage Manufacturing firms in Kisumu City

From the results in table 6 analysis of variance statistics was conducted to determine the differences in the means of the dependent and independent variables to show whether a relationship exists between the two. The P-value of 0.005 implies that organizational performance of Food and Beverage Manufacturing firms in Kisumu City County have a significant relationship with Economic order quantity, Just in time which is significant at 95 % level of significance.

Table 6: *ANOVA Test*

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4.155	1	1.052	1. 985	0.000
Residual	6.465	80	0.53		
Total	10.61	81			

To determine the relationship between the independent variables and the dependent variable and the respective strengths, the regression analysis produced coefficients of determination. Findings in table 7 reveal a positive relationship between the performances of Kisumu City in Kisumu City County in Kenya,

$Y = \beta_0 + \beta_1 + \beta_2 + \varepsilon$; where,

Y= performance of Kisumu City County in

β_0 = constant;

β_1 - β_4 = Beta coefficients;

1 = Economic order quantity

2 = Just in time

ε = Error term,

From the result shown below, it's clear that when all the independent variables are regressed against the dependent variable the constant gives a negative result meaning there is a strong relationship and how each predator has an effect on the dependent variable.

Table 7: *Regression Coefficient Results*

	Unstandardized Coefficients		**Standardized Coefficients**		
	B	Std. Error	Beta	t	Sig.
(constant)	-0.132	0.06	-1.144	4.004	0.002
Economic order quantity	464	0.132	555	5.472	0.003
Just in time.	0.213	0.067	0.162	2.471	0.001

b. Dependent Variable: performance of Kisumu City,. Kenya

A unit change in Economic order quantity would thus lead to a .464 effect on performance of Food and Beverage Manufacturing firms in Kisumu City County in Kenya sector ceteris paribus; while a unit change in Just in time would have an effect of .213 change in performance of Food and Beverage Manufacturing firms in Kisumu City County; also unit change of requirement planning would lead to .135 of performance of food and beverage manufacturing firms in Kisumu City County in further unit change in safety stock would lead to .256 of sector

5.1. Conclusion

The study concludes that there is a positive relationship between Economic order quantity and Performance of Kisumu City Speciation identification, periodic design assessment, continues improvement and proactive assessment are among the Economic order quantity factors that significantly influenced the performance of Kisumu City County, Kenya. The study further concludes that by implementing Economic order quantity has enhanced performance of Food and Beverage Manufacturing firms in Kisumu City County, Kenya, leading to operational increase in efficiency and effectiveness. Therefore, the study concludes that Kisumu City County, Kenya has significantly increased their strategic ' quality management in the in Kenya government in strategic management repetitions.

Concludes that Just in time influences performance of Kisumu City County, Kenya. The strategic during evaluation was through adherence to the set criterion in the bid documentation during the advertisement focusing on Just in time. A well-integrated internal supply chain should provide excellence in Just in time on performance of Food and Beverage Manufacturing firms in Kisumu City County, Kenya. Through embracing Just in time has benefited from facilitated teamwork, resource allocation and fulfilment of set goals between complementary functions. This has made it easy for the In Kenya to ensure increased Service delivery to the community. Therefore, the study concludes that Kisumu City in Kenya has experienced significant increase in growth, through Just in time in the supply chain observes in management.

6.1. Recommendations

The study recommend that Economic order quantity formalizes relations between practices within a robust legal framework, but is much more besides; it is an opportunity

to define the arrangements that encompass every aspect of what outcomes the Kisumu City County in Kenya wants from the strategic and how it wants the relationship to work. This means that the In Kenya needs to take an active role in the development of the quality mechanism early on; it should not be left as a supplementary activity post negotiation. At preparation of every quality management can contribute to strategic evaluation on performance of Food and Beverage Manufacturing firms in Kisumu City County, Kenya. Proper Economic order quantity can result to high procurement in Kisumu City County, Kenya.

This study recommends that Just in time had a good relationship with performance of Kisumu City County in Kenya. Hence effective Just in time can minimizes or eliminates problems and potential claims towards performance of Food and Beverage Manufacturing firms in Kisumu City County, Kenya perspective. A key factor in successful Just in time is being arable to give credit to customers. It is essential for Just in time to understand the provisions of the purchase document, have the ability to communicate financial obligations to all practices involved, and maintain control over the performance of Food and Beverage Manufacturing firms in Kisumu City County. A good strategic manager ensures that the Just in time requirements are satisfied, that the goods and services are delivered in a timely manner, and that the financial interests of the In Kenya are protected. The procurement staff at Kisumu City County in Kenya should ensure that they do proper Just in time by maintaining an updated form of the process; assessing and managing strategic involvement; strategic being paid on time; delivering at the right time; inspection or audit of all documents before settling payment. By allocating all the necessary resources to a reputable strategic through efficiency and effectiveness analysis of previous records in the supply chain practices.

7.1. Further Studies

This research focused on Economic order quantity, Just in time, Requirement planning and safety stock and performance of Food and Beverage Manufacturing firms in Kisumu City County, Kenya. The study therefore recommends a further study to be conducted to other counties in Kenya. Then get their findings and compare with this and agree or disagree. The study also recommends replication of the study in other sectors such as manufacturing sector and public sector to allow comparison of research findings. Future researchers an investigate the factors affecting supply chain best practices broadly in all areas of concern in this profession on performance of Food and Beverage Manufacturing firms in Kisumu City within the supply chain practices.

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