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ABSTRACT

Supermarkets have become very competitive today and are facing challenges due to the changing lifestyles and the demanding nature of today consumers. Amid heightened competition, supermarket managers need to understand the impact of different competitive strategies in order to choose appropriate ones that lead to survival and prosperity of the supermarkets' performance. The purpose of the study is to identify the competitive strategies adopted by the supermarkets and to analyze the linkages between the competitive strategies and the performances of supermarkets at determining the mediating effects of firms' operational characteristics, viz location, capital, managerial skill and experience, network and supply chain on the link between the competitive strategies and performance of supermarkets in Yangon. Primary data are collected from (15) senior managers and (35) branch managers of supermarkets through in-depth personal interviews and a questionnaire survey regarding their compete practices and organization performance. Moreover, performance data are also collected from (481) employees and (512) customers from selected supermarkets in Yangon. This study applies Path Analysis in order to identify the direct and indirect effects of operational characteristics between competitive strategies and firm performance.

The study found that cost leadership strategy is practiced by ten supermarkets; differentiation strategy by three supermarkets and focus strategy by two supermarkets. The cost leadership strategy has significant negative effect but the differentiation strategy and the focus strategy have significant positive effect on supermarket's performance measuring in terms of firms' growth, employees' satisfaction and customers' satisfaction. Generally, operational characteristics have the mediating effects on firm performance when supermarkets practices differentiation strategy and focus strategy but is no mediating effect where practicing cost leadership strategy. More specifically, among operating characteristics, the location has shown no mediating effect while the capital, managerial skills and experiences, and network and supply chain have partially mediating effect on the link between competitive strategies and firm's performance in terms of firm's growth, employee satisfaction, and customer satisfaction. Thus, it can be concluded that differentiation and focus

strategies are currently appropriate as competitive strategies for improving the performance of supermarkets in Myanmar.

Even though most of the supermarkets are practiced the cost leadership strategy, this study found that this strategy has no impact on firm performance since the purchasing power of the most ordinary people in Yangon is insufficient to buy at the supermarkets regularly. Moreover, the supermarkets that apply cost leadership strategy have the weaknesses in terms of product varieties, availability, and quality but not in price competitiveness. These facts highlight that the supermarkets which pursued cost leadership strategy need to provide a variety of low cost affordable quality products for target customers by investing sufficient capital for the market coverage in terms of products, place and promotion. Therefore, it can be concluded that if supermarkets can offer the products and services with appropriate marketing mix in accordance with the characteristics of target market and thereby, able to fulfill to meet the requirements of customers, the cost leadership strategy may become effective one for supermarkets in Yangon. By doing so, the changes and progress can take place for the supermarkets in Yangon in the coming years.

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LIST OF ABBREVIATIONS

AL	Asia Light
ASEAN	Association of Southeast Asian Nations
CDSG	Capital Diamond Star Group
Ca	Capital
CM	City Mart
DD	Day to Day
FJ	Fuji
GMP	Ga Mone Pwint
GWS	Gandamar Wholesale
KMO	Kaiser-Meyer-Olkin
MBS	Myanmar Big Shop
MMRD	Myanmar Marketing Research and Development
MP	Marketplace
Oc	Ocean
Or	Orange
SCM	Supply Chain Management
SGH	Sein Gay Har
SO	Super One
SM	Star Mart
SPSS	Statistical Package for the Social Sciences
VIF	Variance Inflation Factor

CHAPTER I

INTRODUCTION

Nowadays, supermarkets play an important role in selling consumer goods. Supermarkets are the places where people can shop for food and grocery items. In competitive and turbulent business environment, supermarket operators need to sustain their performances and foster customers' trust by upholding good practices in their operations. To ensure survival and growth, supermarkets need to develop capability and exploit emerging opportunities to manage threats.

Among the types of modern retailers, in Myanmar, supermarket is most popular because Myanmar people tend to shop at modern retailers increasingly as they come to realize the good facilities and comforts of decor provided by them. Many people prefer to buy goods from supermarkets. They purchase a variety of goods from kitchenware, foodstuffs, up to modernized clothes. On the supply side, supermarkets offer a variety of convenience goods and shopping goods which are important items in the consumer lifestyle. At the same time, they endeavor to improve the services as a tool for competitive advantages. Thus, supermarkets play an important role in the urban people's life.

A supermarket is a self-service grocery store which offers a wide variety of food and household merchandise, organized into departments. It has a wider selection than a traditional grocery store but it is smaller than a hypermarket or superstore. Supermarket is also a business enterprise that provides a service. But, it does not produce any physical product of its own in the usual sense. Instead, it adds value by acquiring existing products from remotely-located suppliers, assembling them in regional warehouses, distributing them to local stores, and finally selling the supplier's products to local customers (Steeneken & Ackley, 2012).

In Yangon, the trading environment has changed dramatically in recent years. Whether in towns, cities or rural areas, there has been significant economic and social change which has altered the ability, perception and behavior of consumers with regard to shopping. The wants and desireness of consumers can be changed, although there are constant needs, in the general sense, such as access to food and clothing. The consumption of products has varied considerably. The willingness and capability to travel to obtain these needs has also changed. In the light of the above situation it is necessary to study the mechanisms that supermarkets implement to gain competitive advantages in a turbulent business environment.

Since the changes in the retail lifecycle depend on the shifts in customer lifestyles, the retailers need to observe not only what the consumers buy, but must understand why they buy (Moghrabi & Sharabati, 1992). Supermarket's managers need to understand the different effects of competitive strategies which are critical for supermarkets to survive in continually changing environment. The formulation of strategies needs to match with firm's capabilities and chaining external environment. Success calls for proactive approach to business through formulation and implementation of competitive strategies (Wangari, 2012). Moreover, it is required to adopt appropriate strategy that would lead to surprise and delight consumers through higher perceived performance than their expectations and thereby boosting supermarket's profits. The sustainable development and increasing profit of supermarkets depend on their adopted strategies.

Nowadays, supermarket chains seem to be successful with lavish profit while, in fact, they have to confront with intense competition in each market segment, and thereby, under the pressure to choose appropriate competitive strategies. In the changing economic environment, companies react to these changes in the marketplace by reducing costs, entering new markets and improving efficiency (Mutegi, 2013). Porter,(1980) asserted that firms need to adopt appropriate competitive strategies for boosting firm's performance and ensuring survival amidst ever increasing competition. He identified three basic business strategies: cost leadership strategy, differentiation strategy and focus strategy and a firm performs best by choosing one strategy in which to concrete.

Competitive strategies adopted by organizations to foster sales performance evolve around interplay of various elements of the retail mix. These include: offering

quality products, wide selection, assortment, after-sales-service, quality service, convenient location, parking space, attractive design and layout, conducive atmosphere, sales incentives, convenient operating hours, own branding/value addition and a one-stop-shop (Carpenter & Moore, 2006).

In Myanmar, with the development in economic and improving social status, people have become more habitual in shopping at high-end supermarkets and departmental stores that are sophisticated and match with their changing lifestyle. As a result, it can be evidence that modern stores are emerging in different parts of the cities and largest towns. The establishment of supermarkets has increased from year to year and in 2017, altogether 15 groups of supermarkets were operating in Yangon. The increasing number of retail establishments creates intense competition among them for quest of market share. Under this context, competitive strategies become priority for supermarket operators to improve the firm performance.

Competitive advantage may be achieved when a firm pursues a strategy of low costs, differentiation, or focus based on the firm's resources and pursue objectives of the firm. A firm following a pure low-cost strategy can therefore attract customers by offering lower prices. The firm which seeks to be unique follows a strategy of differentiation and obtains a premium price. Otherwise, supermarkets can use focus strategy based on geographical areas and customer group/buyer characteristics to gain advantage in their competition. Choosing the appropriate strategy that fit with resources and capabilities of the firm and external factors is imperative for improving firm performance.

1.1 Rationale of the Study

The retail market is rapidly changing as a result of major societal forces such as technological advances, globalization and deregulation. The global nature of competition implies that firms face competition not only from local firms but also from foreign firms all aiming to increase their market share. Liberalization has essentially taken competition to both the domestic and international markets (Mutegi, 2013). Coping with the increasingly competitive environment has called firms to rethink of their strategies (Pearce, & Robinson, 2000).

Nowadays, in Myanmar, there are remarkable changes in the people's lifestyles. Some people have become more interested to purchase at supermarkets rather than from local traditional markets due to their rising income and the convenience and choice offered by the supermarkets. Moreover, most customers are looking for more fair prices and convenience in their shopping. These changes in shoppers' behavior create unpredictable purchase decisions and intense competition among supermarkets. In such turbulent environment, competitive strategies become priority for supermarket operators to sustain business performance by upholding their competitiveness through relevant business strategies.

Porter (1980) suggested that a company needs to follow either one of three generic strategies in pursuing competitive advantage in its chosen market scope. Cost leadership strategy can be practiced by a firm to achieve overall lower cost than its competitor without reducing the products comparable quality. The firm must manage the relationships throughout the value chain and low cost throughout the entire chain. Differentiation strategy requires a firm to create products and services that are unique and valuable. The primary emphasis is on non-price attribute for which customers will gladly pay a premium. Focus strategy directs attention toward narrow products line, buyer segments, or target geographic markets. A firm following focus strategy selects a segment or group of segments and tailors its strategy to serve them. Porter claimed that a company must only choose one of the three or risk that the business would waste precious resources. Thomson &Strickland, (2002) cited by (Mutegi, 2013) asserted that a firm has to practice a competitive strategy to attract buyers, stand with competitive pressure and improve its market position. Mbwaya, (2007) also pointed out that without core competencies, drive and commitment from management and employees sustain success in the business environment is impossible.

The success of a profit seeking organization is a function of its strategies. Performance is also determined by the organization's quest for excellence and survival in highly competitive markets. Thus, in context of highly competitive nature of supermarkets, understanding the impact of competitive strategies on the firm performance is not only imperative to operators of supermarkets but also an essential field of study as an applicable research for business development in Myanmar. In addition, most researchers studied on competitive strategies of supermarkets, baking, manufacturing firms and a few numbers of researchers studied on competitive

strategies and improved performance of telecommunication in some countries. However, there is no research conducted on competitive strategies and its impact on firm performance of supermarkets for Myanmar supermarkets except one research - "consumers' attitudes towards supermarkets in Yangon" (Win Thida, 2012). Therefore, studying competitive strategies and firm performance of supermarkets in Yangon can partially fulfill the gap in comprehensive view of supermarket industry in Myanmar. Thus, this study intends to examine the competitive strategies and its impact on performance of supermarkets in Yangon.

1.2 Problem Statement

Business environment is turbulent and chaotic in nature and this call for rapid response strategies to ensure sustainability of the business in the competitive environment. Aosa, (1992) cited by (Minja & Mutunga, 2014) stated that strategy is creating a fit between the external environment and internal conditions of an organization to solve a strategic problem. Various authors have explained how firms are able to gain competitive advantage by using the competitive strategies in the face of competition (Mutegi, 2013).

In Yangon, under the context of increasing number of supermarkets and changing lifestyles of people, competition among supermarkets becomes inevitable and even more intense. Some supermarkets are able to expand their operation while others remain stable even decline or fall seem to be causes of their strategies. In fact, supermarkets are facing several problems which have adverse effects on their performance. The rising commodity prices that are coincident with increasing completion squeeze the profit margins of supermarkets. Moreover, while supermarkets need a number of labors more than other type of firm, labor turnover rate is also high. The firm suffers from high employee turnover leads to increasing costs for recruitment and training and development for new employees. Other challenges facing by the supermarkets are to choose convenient location with the enough space of car parking, to create attractive shopping environment, to provide efficient customer services and to build customer relationships.

Under the context of such challenges, supermarket's operators have to choose appropriate strategies that affect and enhance their performance. Supermarkets need

to adapt the strategies that lead to survival and prosperity of the firm's performance through sustaining competitive advantages.

1.3 Research Question

Given heightened competition and increasing customer demand, it is worthwhile to identity what are the appropriate strategies for supermarkets under different contexts and how those strategies affect firm performance in terms of firm growth, and opinion of employees and customers. It was guided by the following questions:

(a) What are the dominant competitive strategies adopted by supermarkets in Yangon?

(b) What are the linkages between competitive strategies and performance of supermarkets?

(c) What are the mediating effects of firms' operational characteristics on the linkage between the competitive strategies and performance of supermarkets?

1.4 Objectives of the Study

The main objective of the study is to examine the influence of competitive strategies on the performance of supermarkets in Yangon. To realize this objective, the specific objectives are set up as follows:

(1) To identify the dominant competitive strategies adopted by supermarkets in Yangon.

(2) To examine the effects of competitive strategies on performance of supermarkets.

(3) To analyze the mediating effects of firms' operational characteristics on the linkage between the competitive strategies and performance of supermarkets.

1.5 Method of Study and Sources of Data

This study applies both quantitative and qualitative methods by using both primary and secondary data. The primary data was collected from senior managers, branch managers, employees of supermarkets and customers who visit the selected

supermarkets in Yangon. The secondary data was collected from contemporary literature, articles and research papers, and published data from (MMRD), Internet Web sites, books, journals, magazines and newspapers.

In Yangon, there are 15 groups of supermarkets from which 77 outlets of supermarkets operated in 2017. From these, 15 senior managers from 15 groups of supermarkets were interviewed. In addition, 35 respondents who are managers of 35 branches were selected from 73 outlets of 11 groups of supermarkets by using simple random sampling method based on the method of Scheaffer, Mendenhall, and Ott (1999). Moreover, in analyzing the firm performance, 4 outlets of the single outlet supermarket were also included and thereby, altogether 39 supermarkets' managers involved in this study.

To measure the firm performance, employees and customers were selected using two-stage random sampling method. After selecting 39 supermarkets, to measure employee satisfaction, the sample size is determined as 481 employees among 3734 employees from selected 39 outlets of supermarkets based on the formula of Taro Yamane (1973). For customer satisfaction, the sample size is determined by using Cochran's method (1977), 512 respondents are chosen from customers who come into selected 39 outlets of supermarkets by using systematic sampling method. At the second stage, customers are selected by every fifth customers with systematic sampling (Kish, 1965). Questionnaire survey is conducted in Yangon during the period of July to October 2017.

Before conducting the main analysis, reliability test and validity test were performed in order to ensure the reliability and validity of the collected data. Moreover, multiple regression-based path analysis was applied to measure the direct and indirect effect of competitive strategies and firm characteristics on the performance of the supermarkets.

1.6 Scope and Limitations of the Study

The study mainly focused on competitive strategies and performance of supermarkets in Yangon. According to data from Myanmar Marketing Research and Development (MMRD), in 2015, there are 243 convenience stores, 15 departmental stores, 19 mini markets, 6 shopping malls/centers and 15 supermarkets in Yangon.

The analyses were conducted based on competitive strategies of 15 groups of supermarkets in Yangon. However, there may be other competitive strategies which are employed by the organizations to keep a competitive edge that have not been covered in this study. Moreover, this study focuses on competitive strategies and performance of supermarkets in Yangon and there is no research conducted on consumers' attitudes towards supermarkets in Yangon.

The questionnaires were designed with 5-points Likert scale to explore and identify competitive strategies and performance of supermarkets in Yangon. For the purpose of this study, three research instruments were constructed. First, the required data were collected from (15) senior managers and (35) branch managers through in-depth personal interviews and a questionnaire survey. Second, the opinion data were collected from (481) employees and (512) customers from selected supermarkets in Yangon.

1.7 Organization of the Study

This study consists of six chapters: Chapter one describes the introduction, which includes the rationale of study, problem statement, objectives of the study, methodology and sources of data, scope and limitations of the study and organization of the study. Chapter two covers literature review regarding competitive strategies and organizational performance. It also conducts review on previous studies. From which, a proposed conceptual model and analytical model is built. Chapter three presents overview of the supermarkets including development of supermarkets, profile of supermarkets and characteristic of supermarkets. Chapter four describes research methodology, competitive strategies used by supermarkets, firms' operational characteristics and supermarkets' performance. Chapter five explores analysis on effect of competitive strategies on performance of supermarkets, mediating **e**ffect of operational characteristics between competitive strategies and performance of supermarkets. Chapter six is a conclusion chapter which includes findings and discussions on the results of study and recommendations and suggestions for the improvement from performance of supermarkets in Yangon.

CHAPTER II

LITERATURE REVIEW

This chapter firstly presents the concepts of strategy, competitive strategies, organizational performance and the background of supermarket industry. Then, it is followed by the conceptual framework and analytical framework as the basic of analysis in this study. In this chapter, theoretical concept is described in order to provide a broader perspective and review on empirical literature is also presented so as to explain the choice of variables for this study.

2.1 Concept of Strategy

Strategy is the complete plan of an organization to achieve the highest goals or objectives. The concept of strategy originated in the study of success in war. Strategy was seen as one of the responsibilities of a leader in achieving planned objective of winning the war. Military thinking has great relevance on business strategy as it emphasizes on winning, the importance of leadership and on taking action to achieve desired outcomes (Wambugu, 2014). Strategy refers to the pattern of organization moves and management approaches used to achieve organization objectives and to pursue the organization's mission (Thomson & Strickland, 1992). According to Johnson & Scholes (2008) citied by Wambugu (2014), strategy is concerned with the long-term direction of the firm, the scope of its activities, the means to achieve some advantage for the organization over competition, the search for strategic fit with the business environment and the creation of opportunities by configuring its resources and competences with the aim of fulfilling stakeholder expectations.

2.2 Competitive Strategy

Competition is a key feature in any vibrant economy. Competition is critical to success or failure of the firm. It determines the appropriateness of firm activities that can contribute to its performance such as innovation, and good implementation. Competitive strategy involves the position of a business to maximize the value of capabilities that distinguish it from competitors. Porter (2007) cited by Gathinji (2014) describes competitive strategy as the search for a favorable competitive position in an industry and the fundamental arena in which competition occurs and he also explains that the aims of competitive strategy is to establish a profitable and sustainable position against the forces that determine industry competition. (Porter, 1985) stated that there are two basic types of competitive advantage: cost leadership and differentiation. The two basic types of competitive advantage combined with the scope of activities for which a firm seeks to achieve them, lead to three generic strategies for achieving above average performance in an industry: cost leadership, differentiation, and focus. The focus strategy has two variants, cost focus and differentiation focus (Porter, 1996). Low cost and differentiation strategy may be compatible approaches in dealing with competitive forces , and postulated the pursuit of what has been termed 'hybrid', 'mixed', 'integrated', or 'combination' strategies (Ouma, et al., 2013). Thompson and Strickland (2002) cited by Mutegi (2013) emphasis that there are as many competitive strategies as there are competitors. There is variety of competitive strategies that organizations can adopt; cost leadership, differentiation and focus strategy (Porter, 1980).

According to (Porter, 2002 cited by Gathinji, 2014), presented the three generic strategies can be used by a firm to counter the market forces and gain competitive advantage in an industry. Porter (1985) asserts there are basic businesses strategies: cost leadership, differentiation, focus and a company performs best by choosing one strategy on which to concentrate. However, a combination of these strategies may offer a company the best chance to achieve a competitive advantage (Miller, 1988). Whatever strategy a business chooses, it must fit with the company and its goals and objectives to gain a competitive advantage. A winning competitive strategy is always founded on consistently understanding and predicting changing market conditions and customer needs. The goal of much of business strategy is to achieve a sustainable competitive advantage.

2.2.1 Cost Leadership Strategy

Cost leadership strategy is a strategy that entails striving to be the overall low cost provider of a product or service that appeals to a broad range of customers. A cost leader basis for competitive advantage is lower overall costs than competitors. Successful leaders are exceptionally good at finding ways to drive cost out of their business. Cost leadership strategy focuses on gaining competitive advantage by having the lowest cost and cost structure. A firm strives to have the lowest cost in the industry and offers its products and services to a broad market at the lowest prices. An organization must have a low cost leadership mind-set in order to achieve a low cost advantage in the industry. Low cost manufacturing with rapid distribution and replenishment and a workforce committed to the low cost strategy. Ways to achieve cost leadership are mass production, mass distribution, economies of scale, technology, product design, capacity utilization of resources and raw materials. Cost leaders work to have the lowest product or service unit cost and can with stand competition with their lower cost structure. Cost leaders take a number of cost saving actions including building efficient scale facilities, tightly controlling overhead and production cost (Porter, 1980).

The firm sells its products at either average industry price to earn a profit higher than that of rivals or price lower than the average industry price to gain market share. For an effective cost leadership, a firm must have a large market share (Hyatt, 2001). Porter (1980) indicated that firms do not have to sacrifice revenue to be the cost leader since high revenue is achieved through obtaining a large market share. By lower prices higher demand is created and, therefore a larger market share is attained.

2.2.2 Differentiation Strategy

Differentiation strategy aims to build up competitive advantage by offering products which are characterized by valuable features, such as quality, innovation and customer service. A differentiation strategy calls for the development of a product or service that offers unique attributes that are valued by customers and that customers perceive them to be better than or different from the products of competitors. Davidow & Utal, (1989) cited by Mutegi, 2013) defined differentiation strategy as

positioning a brand in such a way as to differentiate it from the competition and establish an image that is unique.

Porter (1980) stated that a product can be differentiated in various ways such as unusual features, responsive customer service, rapid product innovations and technological leadership, perceived prestige and status, different tastes and engineering design and performance. Differentiation strategy will create benefits and dominant positions. Using differentiation, a firm will introduce different varieties of the same product under the same name into a particular product category and thus cover the range of products in that category. Differentiation can be based on the product itself, the delivery system, and a broad range of other factors. With this differentiation features, firms provide additional values to customers which reward them with a premium price.

Hlavacka et al., (2001) argue that strategies based on differentiation seek to establish fundamental difference in a variety of dimensions that buyers perceive a marked contrast between product and services of firm and its rivals. They further add that firms that successfully differentiate themselves are rewarded for their uniqueness with a premium price. The uniqueness should also translate to profit margins that are higher than those of competitors. This is because customers who buy differentiated products are willing to pay more for the product. Successful differentiation is based on the study of buyers need and behavior in order to learn what they consider important and valuable.

2.2.3 Focus Strategy

Focus strategy refers the firm concentrates on a select few target markets (Porter, 1980). It is also called a focus strategy or niche strategy. Martin (1999) cited by Mutegi, (2013) stated that a firm can choose to focus on a certain customer group, product range, geographical area, service line. Focus strategy entails directing resources on a select few niche target market. By focusing the marketing mix on the narrowly defined market the business can position itself to increase brand loyalty and customer satisfaction. Anderson (2006) cited by Mutegi, (2013) proposed that increased profitability can be realized by serving small but demanding customer base willing to pay a premium price for it unique product desires.

Focus aim at growing the market share through operating in narrow markets or niche markets that are overlooked by the larger competitors. These niches arise from number of factors including geography, buyer characteristics, and product specifications. A successful focus strategy depends upon an industry segment large enough to have good growth potential but small enough not to be vital to other major competitors.

2. 3 Firms' Operational Characteristics

Firm's operating characteristics play a significant role in determination of a firm performance. Researchers have identified many retail firm-specific characteristics such as location and property (Guy, 1994), skill and experiences (Douglas & Donald, 1969), human resource (Melvin & Harriet, 1992), and merchandise, product lines and square feet of store space (Stephen, 2004). These researchers asserted that these factors contribute to retail effectiveness and differential firm advantages. They also illustrated that the successful retailer or failed retailer have many reason common from firm characteristics such as experience, good or poor location, the level of utilization of the latest technology, high or low employee skill and so forth. Among different factors, the operating characteristics of a firm that can affect the performance of supermarkets are identified as location, capital, managerial skill and network and supply chain.

2.3.1 Location

A location allows easy access, attracts a larger number of customers, and increase potential sales of a retail outlet. Barone & DeCarlo, (2003) cited by Kamau, (2013) stated that location is an important criterion for performance of a retail business. Location has long been considered as an important business decision for a number of reasons. First, consumers' store choice decisions are influenced greatly by accessibility of retail locations which denote the relationship between a consumer's perception of utility and characteristics of a destination. Secondly, retailers may be able to develop a sustainable competitive advantage through location strategy (Levy & Weitz, 2009). The choice of a retail store location has a major and deep impact on

its business performance. A wrong choice in most times could mean failure, whereas a good choice may lead the business toward all-time success.

2.3.2 Capital

Capital is one of good ways to strengthen firm's capacity by attracting more investment and to build good firm's image as well. Without strengthening financial capacity, firm cannot be able to do for the smooth operation as working capital requirements. Moreover, it cannot invest enough human capital such as recruiting skilled employees and training and developing them is imperative for the success of the supermarket. If owners do not adequately capital resources needed to open and operate the firm, it may cause failure and give them a poor image in practice. Thus, adequately capital resources are one of good factor to success in retail market and to build strong brand name as well.

2.3.3 Managerial Skill and Experience

Skill and experience of management also determine the performance of an organization. Managerial skill does relate the characteristics of individual personality such as education, previous employment, age, gender. The success of business is associated closely with the skill of the managers. Managers possess not only ability to think strategically-to take the broad and long term view but also forecast potential customer's behavior and perception. Moreover, manager's ability influences employees to achieve of firm's objectives. Managers are capable of performance through common goals and values, set structures to facilitate interactions, and provide training and development to increase performance. An effective manager is hard to get, but the manager is crucial to the success or failure of the organization. However, recognition of the importance of developing manager's interpersonal skills is closely tied to organizations need to get and keep high-performing employee (Moghrabi et al., 2014). Managers have the capability to identify, evaluate and solve problems in their daily operations as well as able to build good relationship with employees, supplies, customers, competitors and authorized persons.

2.3.4 Network and Supply Chain

Beaumont (2005) cited by Tan et al., (1998) states that the supply chain is an integrated process that involves from transformation of raw material in final product to customer deliv/ery, being divided in at least four levels – suppliers, producers, distributors and customers. Li et al., (2006) cited by Tan et al., (1998) investigated the relation among five supply chain management practices (strategic partnership with suppliers, customer relationship, level of information sharing, information quality and postponement), competitive advantage and organizational performance. Fynes et al., (2005) cited by Tan et al., (1998) evaluated four dimensions of the relationship with suppliers (communication, commitment, cooperation and adaptation) and its impact on the operational performance in traditional competitive priorities (quality, costs, delivery and flexibility). The bigger the supply chain management integration level, the stronger the association with performance improvement (Tan et al., 1998).

2.4 Organizational Performance

Performance is outcomes from the market position that firm achieved. (Yaşar, 2010). Good performance influences the continuation of the firm (Gibcus & Kemp, 2003). Porter (1980) defines good performance as the above average rate of return sustained over a period of years.

Performance concept is multidimensional involving elements such as: economic performance (sales, productivity, and profit), social performance (employee and customer satisfaction) (Hernant, 2009). Performance can be determined in various ways. Additionally, superior performance refers to performance that exceeds that of its closest competitors (Hunt & Morgan, 1995). Parthasarthy, (2007) cited by (Wambugu, 2014) describes strategy as a set of decisions and actions that managers make and take to attain superior company performance relative to rivals. Performance was measured objectively by looking at customer satisfaction, customer loyalty and customer retention (Venkatraman & Ramanujam, 1986).

The performance of a supermarket can be measured from the customer’s perception and that the customer's view is important in improving the supermarkets. Several researchers identify organizational performance with organizational efficiency; others describe organizational performance by performance indicators

(Kamau, 2013). These instruments are very useful for the empirical research and for measuring, because profitability, rate of keeping customer, rate of loyal customers, rate of investment proportional return are easy to examine for measuring organizational performance (Becser, 2007).

Neill & Rose (2004) cited by Uyen (2007) stated that organizational performance should be judged on multiple dimensions: customer based, efficiency based, and financial based. Concerning improved/reduced organizational performance effect customer satisfaction, customer loyalty, customer awareness, labor productivity, sale growth, market share and profitability. Similarly, several other researchers, interpreted organizational performance on the basis of indicators. They applied performance indicators such as number of complaints, return on investment, financial performance, sales growth, productivity, customer satisfaction and employee satisfaction. Customer satisfaction is an important aspect when business is increasingly competitive. When a customer is not satisfied with the performance of supermarkets, they will choose another supermarket to visit (Becser, 2007).

2.4.1 Firms' Growth

Firms appear in the market, survive, grow and eventually die, transferring their knowledge and information to surviving firms. Firm growth is related very closely to firm survival. Specifically, firm growth is positively correlated with the likelihood of survival. Hence, firms that experience continuous growth will have a higher probability of surviving in the market. Moreover, firm growth has consequences for employment. A positive rate of growth implies a net creation of new jobs, while a negative rate implies the net destruction of jobs. Job creation and job destruction are closely related to the firm growth. Once a firm enters a market a selection process takes place whereby less efficient firms decrease in size and disappear and more efficient ones survive and grow. Therefore, firm growth will show how firms behave once they enter the market, their market opportunities, turbulence and level of efficiency (Carrizosa, 2007).

2.4.2 Employees Satisfaction

Employees satisfaction is fundamental in organization and without it, organization cannot think of being successful. Employee satisfaction is important to distinguish the level of satisfaction at work for many reasons and have an effect on both the workers and the organization. If employees feel respected and satisfied at work it could be a reflection of a good treatment. Employee satisfaction is generally well thought-out as the driver of the employee retention and employee productivity. Satisfied employees are a prerequisite for increasing output, awareness, quality, and customer service. Moreover, they could participate with decision making, recognition for doing a good job, admittance to sufficient information to do the job well, active back-up to be creative and use initiative, support level from staff functions and overall satisfaction with company (Elamparuthi & Jambulingam, 2014). Thus, employee satisfaction is can be regarded as an indicator enhancing organizational performance in the long-term and the precursor of survival of an organization.

2.4.3 Customer Satisfaction

Customer satisfaction occurs when the value and customer service provided through a retailing experience meet or exceed consumer expectations. If the expectations of value and customer service do not meet, the customer will be dissatisfied. Only very few are likely to remain loyal in the long run (Levy & Weitz, 2009). Customer satisfaction has a negative impact on customer complaints while having a positive impact on customer loyalty (Bolton & Drew,1991). Hokanson, (1995) stated that there are many factors that affect customer satisfaction. These factors include friendly employees, knowledge employees, helpful employees, accuracy billing, competitive pricing, good value, service quality, billing clarity and quick service.

Customer satisfaction can be measure of how happy customers are with the services and products of a supermarket. Satisfied customers are more likely to stay loyal, consume more and are more likely to recommend their friends to a supermarket. Customer satisfaction impacts on repeat purchase, loyalty and retention and customers who are satisfied are most likely to share their experiences with other people. Additionally, satisfaction influences repurchase intentions whereas

dissatisfaction is seen as a primary reason for customer defection or discontinuation to purchase. Dissatisfied customers can able to discontinue purchasing the goods or services and engage in negative word of mouth. Therefore, customer satisfaction does certainly relate to enhancement of organization performance.

2.5 Development of Supermarket Industry

The supermarket emerged as the dominant business model for food retailing .This fundamentally transformed the way consumers purchase food, combining self-service concepts pioneered in the 1930s with significantly larger stores that carried a much wider range of product offerings. As the size of the typical supermarket grew, not only in the U.S. but also in Europe, economists began to focus attention on economies of size and scale in food retailing (King & Park, 2004).

Modern retail started with chains of stores that were about the size of Kirana stores. Called five and dime or five and ten cent stores, they bought nonfood goods in volume and sold at discount. They further cut costs by moving to self-service. These chain stores were an innovation of the tiny shop owners. As a major format, they lasted into the 1950s. The most famous example was Woolworths, started in the 1870s in big cities in the boom zones. From one tiny store in 1878, a chain was born that built to the first global retail multinational of medium-sized nonfood shops, with 2,866 stores in five countries (including the United Kingdom) 50 years later.

Before 1900, American shoppers purchased their groceries through a wide array of specialty shops and general stores. Meat was purchased from a butcher, fish from a fishmonger, bread from a baker, and produce from a vegetable stand. Mostly sole proprietorships, these stores were often run in a haphazard manner with little use of modern accounting practices or scientific management principles. These stores were small and ubiquitous and grocers needed to be close to their customers because most people arrived on foot. The small sales volume of these tiny shops led to high costs and sizable markups. Furthermore, the shop owners purchased their own supplies from middle-men that were additional costs to an already expensive distribution system.

In the 1920 and 1930, supermarkets started in the United States and became dominant in the late 1950. The traditional food retail system that dominated the

country before supermarkets looked in essence the same as India's traditional retail system: (1) wet markets (similar to those in Asia) for fresh produce, fish, and meats; (2) tiny mom and pop stores (man at the till taking orders, wife pulling down products from little shelves and measuring out and packing orders) with no self-service by customers; (3) street hawkers with pushcarts or shoulder or head burdens; and (4) home delivery of milk and mobile (cart) delivery of dry goods. Today, however, supermarkets have about 80 percent of food retail in the United States.

Modern retail started with chains of stores that were about the size of Kirana stores. Called five and dime or five and ten cent stores, they bought nonfood goods in volume and sold at discount. They further cut costs by moving to self-service. These chain stores were an innovation of the tiny shop owners. As a major format, they lasted into the 1950s. The most famous example was Woolworths, started in the 1870s in big cities in the boom zones. From one tiny store in 1878, a chain was born that built to the first global retail multinational of medium-sized nonfood shops, with 2,866 stores in five countries (including the United Kingdom) 50 years later.

The nonfood fine-and-dine stores acted as an idea spark model for chain-store formation by food stores that were formerly just small stand-alone grocery shops. The owner of a little tea shop (selling the ingredients for the main beverage of the day) got an idea in 1878 to build a chain of stores in big cities in boom zones and buy tea directly from Chinese plantations to cut the cost and beat the competition. That chain was A&P. From selling just tea in the 1870s, it grew to a grocery store format (dry foods) that opened as the first A&P Economy Store, the same size as a neighborhood store format in India today, and focused on oils, packaged foods, soap, and so on. A&P procured in large volumes, drove down costs, and standardized store layouts. By 1915 the chain comprised 1,600 stores, and by 1925 it had 13,961 stores; in the early 1930s, A&P was operating approximately 16,000 stores with combined revenue of $1 billion (equivalent to $10 billion in 2000 dollars).

In 1936, A&P opened its first "supermarket" (just a few times larger than a neighborhood store). In the mid-1950s, A&P was by far the number one food retailer and had moved from small-to-medium-sized supermarkets. However, by 2000, A&P had become a minor chain because its retailing and procurement strategic positioning had not kept up with chains that arose in the 1970s and 1980s, like Wal-Mart. Sam Walton is an important example of a Kirana man who used entrepreneurial spirit in a

situation of opportunity and started in 1950 with a tiny five-and-dime store in a rural Arkansas village, population 3,000. It was one of the most underdeveloped regions of the United States, bypassed by the boom development of the past 100 years. Walton started by building a chain of Kirana stores in the surrounding towns and then states, and decided to open a small supermarket called Wal- Mart. Walton opened large-format discount stores (big supermarkets with cheap nonfood items and dry foods) in the 1970s. In the late 1990s, he added small-format neighborhood stores. Wal-Mart grew from two Kirana employees in 1950 to 1,500 in 1970, 21,000 in 1980, 200,000 in 1987, and 1,140,000 in 1999. By 2002, Wal-Mart had become the largest private employer in the world, with 2 million employees.

In the United States, there are several trends of the development of chain stores over the past century: (1) the trend was from nonfood chains to dry-food chains to full-line chains offering fresh foods. (2) The trend was from clerk service to self-service. (3) The format trend was from the traditional system described earlier to chain nonfood shops, to chain grocery shops, to small supermarkets and food sections in department stores, to medium and large supermarkets in towns, to hypermarkets in the suburbs, to convenience stores and neighborhood stores in dense inner-city areas and small towns. (4) The trend was from large cities and economic boom areas to second- and third-tier cities and second-tier areas and to suburban areas when those developed in the 1950s. Wal-Mart's development in the opposite direction was a clear exception. (5) Individual chains and the overall supermarket sector underwent massive growth over seven decades, and that growth cycle eclipsed an earlier cycle of growth in self-service chain grocery stores. (6) Chain stores mimicking and then improving on the credit system that the small traditional shops had used for customers by developing credit cards, loyalty cards, and banking services. They also took on other services, such as health clinics and banks for poor consumers. (7) Chain stores modernized their procurement systems. Woolworths and A&P had historically focused on cutting costs through bulk buying, self-service, and efficiencies in inventory handling. As competition increased, the importance of modern logistics and cost cutting intensified, and from in the 1990s on, those strategies took center stage.

The advent of modern retail started in the late 1870s, long before the supermarket format emerged as large self-service stores in the 1930s. Several important trends in the development of modern retail over the past 130 years might

interest Indian readers. Three key demand-side socioeconomic changes occurred over a century. First, the United States was mainly rural in 1900 (the urban share was 40 percent) and mainly urban by 1990 (urban share, 75 percent). Second, few American women worked outside the home in 1900, and even by 1970 only 15 percent of married women were counted among the national workforce. A massive societal change occurred in just a few decades, and by 2000 the share of workingwomen was 75 percent. Third, incomes per capita increased substantially over the century. All three changes are taking place in India today, except they are happening much faster than they did in the United States.

Apart from a few cases, such as A&P into the 1960s and then Krogers and Wal-Mart today, most supermarket chains were regional rather than national. The trend, however, is toward establishing national-level chains and catching up with Europe on consolidation. It is important to keep in mind that the United States has a history of the strongest and longest anti supermarket regulatory history of any country in the world (Reardon & Gulati, 2008).

2.5.1 Definition of Supermarket

Researchers defined supermarkets as follows: a supermarket, a form of grocery store, is a self-service store at one or offering a wide variety of food and household merchandise, organized into departments. It has a wider selection than a traditional grocery store but it is smaller than a hypermarket or superstore.

Afande (2015) identified that supermarket/supermarket store refers to the retail outlets that sell their products by displaying them on the shelves for customers to pick and buy them. They also offer renting spaces for companies to place their products for sale.

Berman & Evans (2013) defined that supermarket is a self- service food store with grocery, meat, and produce departments and minimum annual sales of $2 million. Included are conventional supermarkets, food- based superstores, combination stores, self-service food store with grocery, meat, and product departments and minimum $2 million annual sales box (limited-line) store and ware-house stores.

Skinner (1994) described that supermarket is a large, self-service retailer that stocks a wide assortment of grocery products, as well as some nonfood products. Most supermarkets also sell a variety of other household products, that are consumed regularly, such as alcohol, household cleaning products, medicine, clothes, and some sell a much wider range of nonfood products.

Matamalas & Ramos (2009) stated that supermarket is a self-service store offering a wide variety of food and household merchandise, organized into departments. It is larger in size and has a wider selection than a traditional grocery store and it is smaller than a hypermarket or superstore.

According to Steeneken & Ackley (2012), a supermarket is a business enterprise that provides a service but it does not produce any physical product of its own. Instead, it adds value by acquiring existing products from remotely-located suppliers, assembling them in regional warehouses, distributing them to local stores, and finally selling the supplier's products to local customers. The supermarket's customers are primarily local residents and small businesses that periodically need to replenish their stock of household products. The supermarket's suppliers are primarily producers of household products that are established far from the locations of their final customers. In effect, the supermarket provides a virtual marketplace that brings remote suppliers together with local customers.

Uyen (2007) defined that supermarkets are departmentalized retail establishment that offer a variety of food and non-food items, mostly on self-service basis. On average, supermarket has between 50,000 and 60,000 square feet of floor space. The supermarket normally can fill the food shopper's needs in term of quality of product or service at lower prices than butcher shops and other traditional full-service food stores. Additionally supermarkets can offer more variety and a greater selection of merchandise than can smaller food stores, a fact that appeals to affluent consumers.

The traditional supermarket occupies a large amount of floor space, usually on a single level, and is situated near a residential area in order to be convenient for consumers. Its basic appeal is the availability of a broad selection of goods under a single roof at relatively low prices. Other advantages include ease of parking, the convenience of shopping hours that extend far into the evening. Customers usually

shop by placing their selected merchandise into shopping carts (trolleys) or baskets (self-service) and pay for the merchandise at the checkout. At present, many supermarket chains are attempting to further reduce labor costs by shifting to self-service check-out machines, where a single employee can oversee a group of four or five machines at once, assisting multiple customers at a time.

Supermarkets typically are supplied by the distribution centers of their parent companies, usually in the largest city in the area. Supermarkets usually offer products at relatively low prices by using their buying power to buy goods from manufacturers at lower prices than smaller stores can. They also minimize financing costs by paying for goods at least 30 days after receipt and some extract credit terms of 90 days or more from vendors.

A large full-service supermarket combined with a department store is sometimes known as a hypermarket. Other services offered at some supermarkets may include those of banks, cafés, childcare centers, photo processing, video rentals, pharmacies, and gas stations. Supermarkets have unique features: supply universal daily food products, including perishable food items; various non-food items and services, offer 'one-stop' shop and overall shopping experience in a single physical location, located near work or home, large economies of scale and scope, tend to invest heavily in logistics, distribution centers & networks, inventory maintenance, advertising, bring in valuable footfall to supermarkets making them key anchor tenants.

2.5.2 Types of Supermarkets

Supermarket is one of the largest food retailers and does sell across the nation. As food oriented retailers, supermarket exists with wide range of business formulas and there are six types of supermarkets. They are conventional supermarkets, superstores, combination stores, box (limited-line) store, ware-house stores and Super ware-house stores. Table (2.1) identifies the types of Supermarkets.

Conventional Supermarket

Lewison (1991) described that conventional supermarket: a self –service grocery store that offers a full line of groceries, meat, and produce with at least $2 million in annual sales.

Berman & Evans (2013) defined that **c**onventional supermarket is a departmentalized food store with a wide range of food and related product; sales of general merchandise are rather limited. It was recognized that large - scale operations would let a retailer combine volume sales, self- service, and low price. Self- service enabled supermarkets to both cut costs and increase volume. Personnel costs were reduced, and impulse buying increased. Conventional supermarkets generally rely on high inventory turnover (volume sales). Their profit margins are low. In general, average gross margins (selling price less merchandise) are 20 to 22 percent of sales, and net profits are 1 to 3 percent of sales.

Levy & Weitz (2009) defined that a conventional supermarket is a large, self-service retail food store offering groceries, meat, and produce, as well as some nonfood items, such as health and beauty aids and general merchandise. Perishables including meat, baked goods, and dairy products account for 44 percent of supermarket sales and typically have higher margins than packaged goods. Table (2.1) shows types of Supermarkets.

Table (2.1) Types of Supermarkets

Types of Supermarkets	Merchandises	Prices	Atmosphere & Services	Promotion
Conventional supermarket	Extensive width and depth of assortment	Competitive	Average	Heavy use of newspaper
Superstore	Full assortment of plus food and general merchandise	Competitive	Average	Heavy use of newspaper
Combination store	Full selection of supermarket and drugstore items or supermarket and general merchandise average quality	Competitive	Average	Heavy use of newspaper,
Warehouse store	Moderate width and low depth; emphasis on manufacture brands bought at discounts.	Very Low	Low	Little or none

Types of Supermarkets	Merchandises	Prices	Atmosphere & Services	Promotion
Super warehouse store	Offer full variety, quality perishables.	Very Low	Low	Little or none
Limited-assortment store	Offer full variety, perishables.	Very Low	Low	Little or none

Source: Berman, B. & Evans, J.R. (2013), 150

Superstore

Lewison (1991) described that superstore: a modern, upgraded version of the conventional supermarket with at least 30,000 square feet in total area and more than $8 million in annual sales; offers an expanded selection of nonfoods and service departments (e.g., bakery, seafood).

Combination Stores

Lewison (1991) described that food and drug combo: a combination of superstore and drugstore under a single roof and common checkout; drugstore merchandise represents at least one-third of the selling area and a minimum of 15 percent of store sales.

Berman & Evans (2013) defined that food - based superstore is larger and more diversified than a conventional supermarket but usually smaller and less diversified than a combination store. Some supermarkets merged with drugstores or general merchandise stores but more grew into food - based superstores. There are 11,000 food-based U.S superstores, with sales of $270 billion. The typical food-based superstore occupies at least 30,000to 50,000 square feet of space and 20 to 25 percent of sales are from general merchandise, including garden supplies, flowers, small appliances, and DVDs.

Box (limited - line) Store

Berman & Evans (2013) defined that box (limited - line) store is a food - based discounter that focuses on a small selection of items, moderate hours of operation (compared with other supermarkets), few services, and limited manufacture brands. They carry fewer than 2,000 items, few refrigerated perishables, and few sizes and

brands per item. Prices are on shelves or overhead signs. Box stores rely on low-priced private-label brands. Their prices are 20 to 30 percent below supermarkets.

Lewison (1991) described that limited-assortment store; a very 'bare-bones,' low price grocery store that eliminates services and carries fewer than 1,000 items with few, if any, perishables.

Warehouse Store

Lewison (1991) described that warehouse store: a low- margin grocery store that combines reduced variety, lower service levels, streamlined merchandising presentation and aggressive pricing.

Berman & Evans (2013) defined that warehouse store is a food-based discounter offering a moderate number of food items in a no - frills setting. It appeals to one- stop food shoppers, concentrates on special purchase of popular brands, offers little service, posts prices on special and locates in secondary sites. There are 1,700 U.S. Stores with $70 billion in annual sales.

Super Warehouse Store

Lewison (1991) described that super warehouse store is a high volume hybrid of the superstore and warehouse store offering full variety, quality perishables and low prices.

2.6 Empirical Studies on Competitive Strategies and Performance of Supermarkets

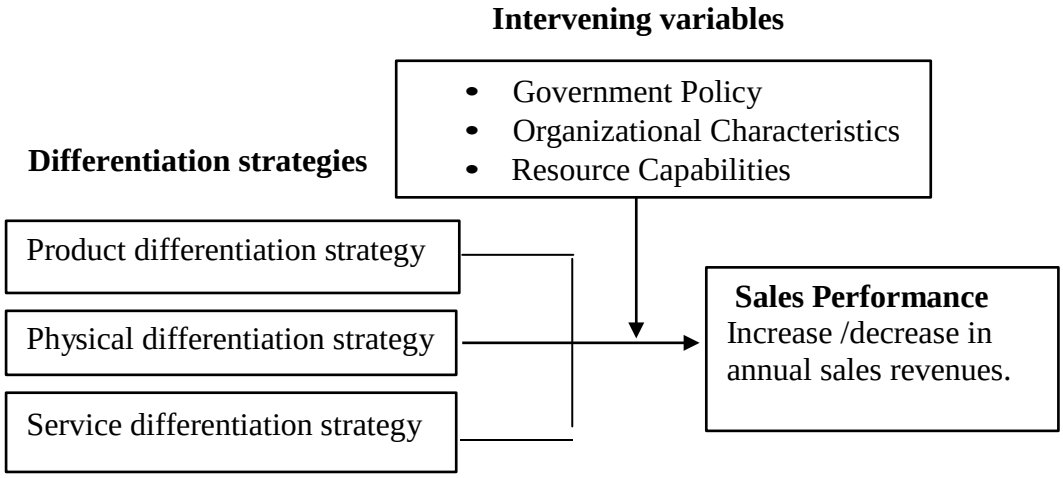
Strategy is a set of decisions and actions that managers make and take to attain superior company performance compared to rivals. Parthasarthy (2007) cited by Wambugu, (2014). Business-level strategies are significant in explaining variations in firm profitability and long-term performance (Beard & Dess, 1981). Porter (1985) concludes that firms that choose and implement competitive strategies achieve sustained competitive advantage. Porter's three competitive strategies can create a defensible position and outperform competitors. The first, overall cost leadership, although not neglecting quality, service, and other area, emphasizes low cost relative to competitors. The second strategy, differentiation, requires that supermarkets create something, either a product or service that is recognized industry wide as being

unique, thus permitting supermarkets to command higher than average prices. The third is focus strategy, in which supermarkets concentrate on the particular group of customers, geographic markets, or product line segment. Dess & Davis (1984) find that the overall low-cost cluster has the highest average return on assets. Power & Hahn (2004) find that cost leadership strategy provides a statistically significant performance advantage. A cost leadership strategy relates to organizational performance. A differentiation strategy is an integrated set of actions taken to produce goods or services (at acceptable cost) that customers perceive as being different in ways that are important to them. Focus strategy concentrate on narrow product or market segments and are appropriate for companies with the constrained resources that serve niche markets (Allen & Helms, 2006).

Empirical studies confirm that there is some relationship between business strategy and performance measures along various dimensions. McAdam & Bailie, (2002) found that performance measures linked to strategy are more effective. Miltzberg et al., (2003) cited by Teeratansirikool et al., (2013) suggest that the final set of performance measures would depend on the firm's strategy. Dess & Davis (1984) examined the performance as the effects of generic strategies based on a sample of non-diversified manufacturing firms. They found that those firms can be classified into four clusters based on the strategies they adopted: cost leadership, stuck in the middle, focus, and differentiation. The four groups were found to be significantly different from one another in terms of sales growth. Powers & Hahn, (2004) examined the performance impact of generic strategies in banking. The results indicated that banks can be classified into five clusters based on the type of strategy they used: general differentiation strategy, focus strategy, stuck in the middle, cost leadership strategy, and customer service differentiation strategy. They found that, overall firms employing a strategy perform better (in terms of return on assets) than ones that are stuck in the middle. The performance of cost leadership followers was significantly higher than that of stuck in the middle firms. However, other strategy followers could not gain significant performance advantage. For the effects of differentiation strategy on sales performance of supermarkets in Nakuru, there is statistically significant relationship between products, physical differentiation strategy adopted by retail supermarkets and sales performance. However, there is no statistically significant relationship between service differentiation strategy and sales

performance. The impact of differentiation strategy on sales performance is shown in Figure (2.1).

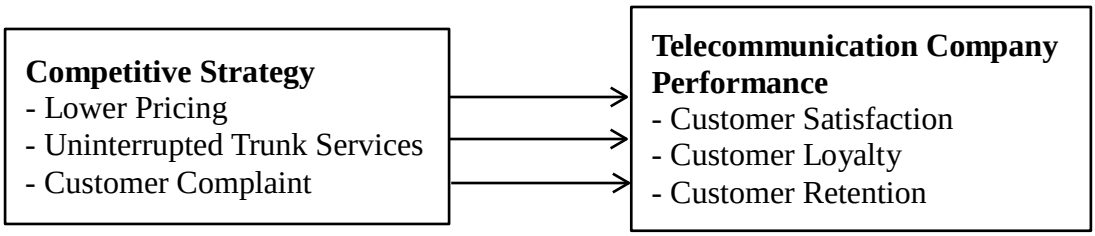
Figure (2.1) The Effect of Differentiation Strategy on Sales Performance



Source: Kamau, J. K., (2013), 20-23

Gathinji (2014) analyzed the relationship between competitive strategies and firm performance in Mobile Telecommunication companies in Kenya. This study reveals that mobile telecommunication companies' product differentiation and low cost leadership strategies are more commonly used than strategic alliances and market focus strategies. Telecommunication companies had made significant profit from their investment. However, despite all the efforts made through the provision of competitive strategies to improve customer satisfaction, retention and loyalty, the customers have not sufficiently enjoyed on improved services.

Figure (2.2) Relationship between Competitive Strategies and Company Performance



Source: Akingbade, A.W. (2014), 143-167

Competitive strategies and Firms' Operational Characteristics

Parthasarthy (2007) cited by Wambugu (2014) describes strategy as a set of decisions and actions that managers make and take to attain superior company

performance relative to rivals. Kaplan & Norton (1996) cited by Wambugu (2014) suggest that a performance measurement system have a critical role in translating strategy into action and also has a supporting role in the development of strategies. Organizations need to focus on their strategic orientation since strategic orientation guides the direction that a firm intends to pursue in order to monitor its activities for better business performance. Having a strategy helps organizations find solutions to problems, create new capabilities, and improve business performance by allowing organizations and the managers to gather specific resources, recognize opportunities for providing valued products and services, and to convey those products and services for higher profits. Li et al., (2006) stated that adopting the best strategy requires organizations to coordinate their approaches by relying on its resources, competences, and capabilities in an effort to achieve a fit with their internal and external environments and in turn achieve improved business performance. Hall (1980) also said that choosing a strategy is based on the positional advantage in the market will give a firm successful, because it is dependent upon which resources are available to them. Mintzberg et al., (2003) stated that strategy is important for it defines the purpose of the organization ensures that the most effective use is made of the organization's resources by focusing the resources on the key priorities, producing more efficiency and effectiveness and builds strong teams in the staff.

Ramos-Rodriguez & Ruiz-Navarro (2004) cited by Wambugu (2014) stated that the firm's resources as the fundamental determinants of performance. Ludwig & Pemberton (2011) stated that knowledge as the most strategically significant resource of a firm as it is difficult to imitate and source of sustained competitive advantage and corporate performance. David (2001) stated that the firm's resources should be considered in devising strategies that can lead sustainable competitive advantages. Physical resources (plant and equipment, location, raw material, machines), human resources (employees, training, experience, intelligence, knowledge, skills and abilities) and Organization resources (firm structure, planning process, and information system) are actually helps a firm exploit opportunities and neutralize threats. Dess et al., (2012) stated that organization uses resources to create value for its customers. Financial resources (company's plant, equipment, machinery), human resources (experience and capability of employees, effectiveness of work teams, managerial skills), reputation resources (reputation with suppliers for fairness and

with customers for reliability and product quality) controlled by a firm that enable it to develop and implement value creating strategies. Bossidy et al., (2002) cited by Wambugu (2014) stated that the competitiveness of firms can greatly be improved if the chosen strategy is carefully executed by linking three processes: people, strategy and operation.

Baumol & Ide (1956) stated that location influence store and store type choice. In general, a good location may enable a retailer to succeed even if its strategy mix is mediocre. On the other hand, a poor location can be such liabilities that even the most able retailer maybe unable to overcome it. Scholar points out that store location has a strong impact on a retailer's long run and short run performance. In the long run, the choice of a location affects the outcomes of firm's overall strategy. In the short run, store location influences the specific elements of a retail marketing mix. Levy& Weitz, (2012) defines a trading area as a contiguous geographic area that accounts for the majority of a store's sales and customers.

Namada & Bagire (2013) analyzed that a capital resource was identified as a strong fit in corporate level strategy. Various researchers on strategy implementation recognize the need for capital resources. However, strategist should assess the capital resource to implement strategic plans before formulating the strategy. It was emphasized that timely and accurate funding data was a priority in relation to other perspectives of the balanced score card of translating strategy into action. Many studies have only focused on capital resource as a dependent variable to strategic elements and less as a determining factor to the strategic planning process. However, some scholars of the resource based view recognize the importance of both tangible and intangible resources for the success of strategic planning in organizations. Therefore, capital is critical resource for successful implementation of firm strategy and thereby, improving performance of the supermarkets.

Chenet et al., (2010) stated that supermarket outlets' managers are constantly faced with the challenge of making decisions and taking actions, in order to satisfy consumers' needs and wants, and respond to the actions of competitors. Retail store management is characterized by a life of highly complex operations, comprising tasks that are long-term as well as short-term which involve strategic features e.g. the selection of the store location, tactical issues on price, merchandise and service attributes as well as operational issues on scheduling staff members, organizing daily

routines, monitoring and evaluating current performance. Thompson & Strickland (1992) observe that strategy is management's action plan for running the business and conducting operations. They note that a strategy represents a managerial commitment to pursue a particular set of actions in growing the business, attracting and pleasing customers, competing successfully, conducting operations and improving the company's financial performance. Namada & Bagire (2013) pointed out that managerial cognition drives strategic action. As experience and skills of top managers, how they shape the thinking of the organization in developing strategic plans. Management skill and relationship with other factors in the organization are fundamental and managerial skill was a strategic resource.

Li et al., (2006) conducted that supply chain management (SCM) practices (strategic supplier partnership, customer relationship, level of information sharing, quality of information sharing, and postponement) the relationships between competitive advantage, and organizational performance. The results indicate that higher levels of SCM practice can lead to enhanced competitive advantage and improved organizational performance. SCM practices impact not only overall organizational performance, but also competitive advantage of an organization. Prior studies have indicated that the various components of SCM practices such as strategic supplier partnership can improve supplier performance, reduce time to market, and increase the level of customer responsiveness and satisfaction. Tan et al., (1998) stated that good relationships with supply chain members, including customers, are needed for successful implementation of SCM programs. Fynes et al., (2005) evaluated that four dimensions of the relationship with suppliers (communication, commitment, cooperation and adaptation) and its impact on the operational performance in traditional competitive priorities: quality, costs, delivery and flexibility.

Mediating Effects between Competitive Strategies and Firms' Performance

There is previous research that examines the mediating effects on the relationship between competitive strategies and firm's performance. Teeratansirikool et al., (2013) examined the mediating effects on the relationship between competitive strategies and firm performance. Spencer et al. (2009) found that an indirect association between differentiation strategic priorities and organizational performance through the use of non-financial and financial performance measures. Amoako-

Gyampah & Acquaah (2008) examines that the relationship between manufacturing strategy and competitive strategy and their influence on firm performance. This study results show that although competitive strategy does not directly effect on firm performance, it does so indirectly effect on firm performance through manufacturing strategy (quality) as a mediating role. Yasar (2010) found that there are positive relationship between competitive strategies and firm performance while value chain activities: firm infrastructure, HRM, procurement, logistics, operations, marketing and services also positively affect firm performance, and thereby, mediate the relationship between competitive strategies and firm performance in Gaziantep carpeting industry. Thus, in this study, firm's operating characteristics namely location, capital, managerial skill, and network & supply chain are used as mediating variables that may effect on relationship between competitive strategies and supermarket's performance. Summary of Empirical studies on competitive strategies and performance of supermarkets are shown in Table (2.2)**.**

Table (2.2) Summary of Empirical Studies

Author/Year	Study Area	Finding
Kamau, (2013)	Effects of Differentiation Strategy on Sales Performance in supermarkets in Nauru Town Central Business District.	There is statistically significant relationship between product, physical differentiation strategy adopted by retail supermarkets and sales performance, however there is no statistically significant relationship between service differentiation strategy and sales performance.
Dess &Davis (1984)	Porter's generic strategies as determinants of strategic group membership and performance in non-diversified manufacturing firms.	Studied firms are clustered based on Porter's generic strategies and each firm is included in either one of four generic strategic group. The sales growths of four strategic groups were found to be significantly different from one another.
Akingbade, (2014)	Competitive Strategies and Improved Performance of Selected Nigeria Telecommunication Companies.	Telecommunication companies had made significant profit from their investment as well as competitive advantages that lead to improve customer satisfaction, retention and loyalty.
Powers &Hahn, (2004)	Critical competitive methods, generic strategies,	The firms employed either one of generic strategies perform better than ones that

Author/Year	Study Area	Finding
	and firm performance in banking.	are stuck in the middle. Among generic strategies, cost leadership strategy is the best one in improving bank's performance.
Li et al., (2004)	The impact of supply chain management practices on competitive advantage and organizational performance.	The higher levels of supply chain management practice can lead to enhanced competitive advantage and improved organizational performance. Also, competitive advantage can have a direct, positive impact on organizational performance.
Hall (1980)	Survival strategies in a hostile environment.	This study reveals that choosing a strategy is based on the positional advantage in the market which will give a firm success.
Namada & Bagire (2013)	Managerial Skills, Financial Capability and Strategic Planning in Organizations.	The results highlighted the importance of both tangible and intangible resources for the success of strategic planning in organizations.
Gathinji (2014)	An Analysis of the Relation-ship between Competitive Strategies and Organizational Performance: A Case of Mobile Telecommunication Companies in Kenya.	Differentiation and low cost leadership strategies are more commonly used and have higher performance than strategic alliances and market focus strategies in mobile telecommunication companies.
Teeratansirikool et al., (2002)	Competitive strategies and firm performance; The mediating role of performance measurement	Competitive strategies positively and significantly enhance firm performance through performance measurement. Specifically, firms' differentiation strategy not only has a significant direct impact on firm performance but also it has significant indirect impact on firm performance through financial measures. Cost leadership strategy does not directly affect firm performance while it does so indirectly and significantly through financial performance measures.

Author/Year	Study Area	Finding
Amoako-Gyampah & Acquaah (2008)	Manufacturing strategy , competitive strategies and firm performance	This results showed that although competitive strategy does not directly affect firm performance, it does so indirectly through manufacturing strategy (quality) as a mediating role that influences on firm performance.

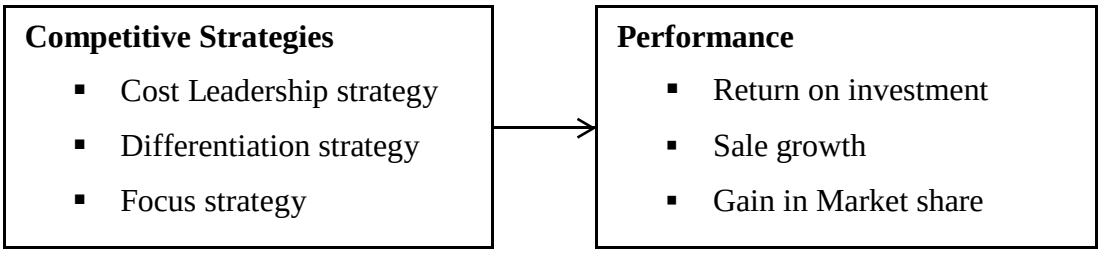
Source: Own Compilation from Previous studies

2.7 Conceptual Framework of the Study

Supermarket is a self-service retail store that sells wide varieties of grocery products, food and non-foods items such as meats, fruits, vegetables, fresh and dried seafood, clothes, cosmetics and household items to consumers. The area of supermarkets has between 16,000 and 230,000 square feet.

The conceptual framework of the study is developed based on the previous studies on the relationship between competitive strategies and performance of supermarkets . Michael Porter presented three competitive strategies that a firm can use to achieve competitive advantage and business performance in Figure (2.3).

Figure (2.3) Conceptual Model of the Study



Source: Porter, M.E. (1985), P.163

The conceptual model of this study covers theoretical and literature review concerning competitive strategies and organizational performance. From which, a proposed conceptual model is built. The conceptual model of this study has been on the relative importance of competitive strategies used by supermarkets which have effect on supermarket's performance. Thus, supermarket performance can be acquired through competitive strategies to increase performance. In addition, firm's operating characteristics (location, capital, managerial skill and experience, network & supply

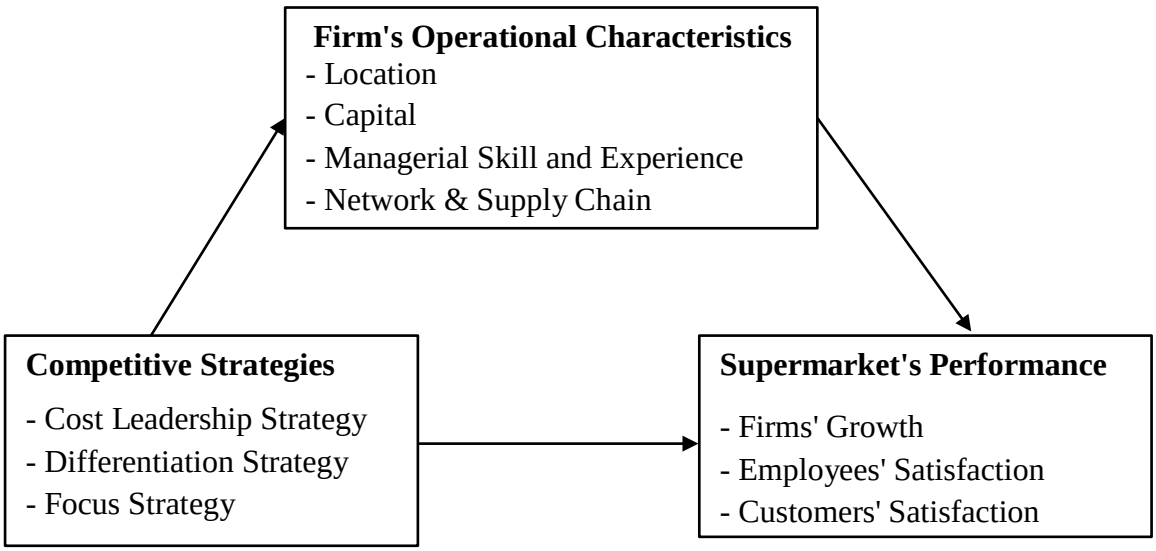
chain) as mediating variables may effect on relationship between competitive strategies and supermarket's performance on based on previous research.

In this study, the views of managing directors and directors who set up strategic orientations of the supermarkets are presented in appendix (A) based on preliminary survey. In Myanmar, according to the nature of supermarkets, top management determines which strategy should be practiced based on their strategic plan. Once strategy is approved, operational characteristics required to operationalize the set up strategy is determined. The management have to specify the characteristics of supermarkets location, financing plan, capabilities and resources including hand and soft skill of managerial and operational staff, the structure of supply chain and networking system and other operational characteristics for the selection of location, the survey on the demographic characteristics of neighborhoods and environmental factors are conducted and the final selection of location is approved by the top management. Moreover, skill and experience of managers play an important role in running the business successfully. Therefore, the recruitment, selection, training and development evaluating performance and motivation of managerial and operational staff are imperative in execution of the chosen strategy. In addition, it is also understood that established supermarket must be able to build a good relationship with the suppliers, in order to receive a regular supply of goods and services. Thus, to realize the specified objective of supermarkets and to improve the firm performance, operational characteristics are needed to specify based on the strategic orientation of the supermarkets in Myanmar.

The analytical model is derived from the conceptual model show in Figure (2.3). The variables in analytical models are extracted from the review of academic literature and other previous researches. Furthermore, the linkages between variables are developed based on literature review on theories and previous studies. The model includes three kinds of research variable: independent variables and dependent variables and mediating variables. Independent variables are cost leadership strategy, differentiation strategy, focus strategy and the dependent variables cover supermarket’s performance based on firm growth (sales growth, branches growth, employee growth), employees' satisfaction and customers' satisfaction. Firms' operational characteristics - location, capital, managerial skill and experience,

network & supply chain - are expected to have mediating effect on the relationship between competitive strategies and performance of supermarkets.

Figure (2.4) Analytical Model of the Study



Source: Own Compilation based on literature view

The proposed analytical model suggests that supermarkets' performance may directly be affected by competitive strategies (cost leadership, differentiation and focus). Supermarkets' performance may also be affected indirectly by competitive strategy through firm's operational characteristics (location, capital, managerial skill and experience, network and supply chain). Thus, firm's operational characteristics may mediate the relationship between competitive strategies and supermarkets' performance.

Firstly, this research focuses on studying competitive strategies used by supermarkets in Yangon. Since competition among supermarket becomes inevitable and even more intense, managers have to choose appropriate competitive strategies that create competitive advantages leading to improving firm performance. The competitive strategies are identified based on generic strategies developed by Porter (1980).

To measure the performance as a strategic outcomes of the supermarkets, firm’s growth, customer satisfaction and employee satisfaction are used as the indicators of the firm’s performance. The growth of the firms are analyzed with three measures, namely the growth of sales, branches, and number of employees. Moreover,

this study applies customer satisfaction as a measure of the performance of the supermarkets as, under the context of intense competition and heighten customer demands, customer satisfaction is a critical driver in increasing market share, improving profitability and long-term survival of the supermarkets. Moreover, since the employees are recognized as internal customers and strategic assets of the firm in realizing firms objectives through their commitment, engagements, and contributions, this study use employee satisfaction as a approximated measure of the performance of the supermarkets.

Thirdly, firm's operational characteristics such as location, capital, managerial skill, and network and supply chain can affect supermarket's performance as the mediating variables. In highly competitive environment, choosing the right location is a determinant for the success or failure of the supermarkets. As a physical resource, location can provide organization with strategic advantages to outperform competitors and thereby, increase supermarket's performance. Therefore, supermarkets need to consider location as the most priority in implementing strategies and increasing firm's performance. In addition, capital is considered as a most important resource for accomplishing firm's strategies. Without having enough capital, supermarkets have to face the challenges of insufficient physical resources, lack of capable human resources, and weakness in working capital.

Moreover, the success of business is closely associated with skill and experience of managers. Managers must possess not only ability to think strategically but also and perform the operation tactically. Therefore, managers' skill is also considered as operational characteristics of the firm that may have mediating effect on firm's performance. Furthermore, the grocery products of supermarkets are varied with several thousand items. It applies that supermarkets' network and supply chain management (CRM) practices can have significant effect on the performance of supermarkets. Networking and CRM practices can differ among supermarkets depending the product mix, assortment, sales volume, and quantity and quality of the products based on the firm's strategies. The supply chain of supermarket includes products, information and capital flow from the suppliers to the wholesalers, to the retailers and ultimately to the final consumers. Therefore, ability of supermarkets in building networks with reliable suppliers and supply chain management practices are supposed to have mediating effect between the strategies and performance of the

supermarkets. Thus, this study applies such operational characteristics that may affect the relationship between the competitive strategies and performance of supermarkets as mediating variables.

CHAPTER III

SUPERMARKET INDUSTRY IN MYANMAR

This chapter presents the study on supermarkets in Myanmar. It consists of three sections**.** Firstly it describes development of supermarkets in Myanmar, in general, and explains the situation of supermarkets in Yangon. Then, it discusses the profiles of supermarkets and thereafter, explains the characteristics of supermarkets in Yangon.

3.1 Development of Supermarkets in Myanmar

Supermarkets development in Myanmar is quite advanced and probably ranks second to Vietnam among new ASEAN member countries. Supermarkets were introduced in Myanmar since late 1980s. In Yangon, since their introduction, they have become popular among the consumers and people are used to shopping at supermarkets.

In past, people purchased meat from a butcher, fish from a fishmonger, and bread from a baker, from a vegetable stand. Later, appear bazaars from the vendors. As an evolving retail shops, supermarkets become from mini-markets, and then hypermarkets, plaza, shopping centers, shopping malls. The types of retail are changing with the changing of the customer's lifestyle. The size of retail firms depend on the cities and towns.

In Myanmar, the evolving and development of modern retail, retailers face benefit and challenges. Benefits are job creation and general level of income would be improved for individual in Myanmar. Among retailers, one of the fastest growing sectors is modern retail especially supermarkets**.** However, the numbers of traditional retailers have been continuously decreasing since rapid development of modern retail. As modern retailers exist in this area, traditional stores have been replaced by new supermarkets, supercenters, shopping centers and so on. Most of traditional retailers

have difficulties competing with the modern retailer which has resulted in reducing traditional stores share of sales and profit. Such situation will cause a problem for traditional retailer in the near future. On the other hand, the developments of supermarkets provide more choices for consumers to decide where they can do shopping. Consumers start to prefer to buy groceries in supermarkets compare to the traditional market because of cleanliness, and conveniences. Moreover, consumer lifestyle and their preferences are changing. As a result, supermarkets may influence changing consumer preferences.

In Myanmar, there are (15) supermarkets in Yangon, (6) supermarkets in Mandalay, (6) supermarkets in Naypyidaw in 2015. Supermarkets can be classified as the types of supermarkets including conventional supermarket, superstore, food and drug combo (combination), warehouse store.

Star Mart, Sky Mart supermarket as a Conventional supermarket offers a full line of groceries, meat. This store's sale is smaller than Superstore's sales.

City Mart as a Superstore is a modern retailer and larger than conventional supermarket compared with space area and more than conventional supermarket's sales. These stores offer a variety of groceries product lines, nonfoods items and service departments. e.g Seasons Bakery & Café with together City Mart.

Ocean, Sein Gay Har, Gamone Pwint, Orange, Super One, Capital and Ruby Mart as a food and drug combo is a combination of groceries, meat, nonfoods items (clothes, furniture, books, pharmacy, tin provision products, kitchen utensils and other household products, dispose larger items such as household electrical appliance and electronic equipment under a single roof and selling area and sells more than superstore. e.g. City Care Health & Beauty Store with together City Mart.

Gandamar Wholesale is a warehouse store which opened as a wholesaler as well as a retailer for final consumers. It has a low- margin grocery store but offers reduced variety, lower service levels, streamlined merchandising presentation and aggressive pricing.

Some supermarkets are opened in Shopping Malls/Centers, Plaza, Department stores. They are Myanmar plaza, Dagon Centre Shopping Mall, Taw Win Centre Shopping Mall, East Point Shopping Center, Excel Shopping Mall, Junction Square Shopping Centre, Junction 8 Shopping Centre, Junction Zawana Shopping Center,

United Living Mall, Waizayantar Shopping Center, Victoria Shopping Mall, Yankin Centre Shopping Mall, Yuzana Centre, Pearl Condominium Centre. These supermarkets under shopping malls/centers increase customer's satisfaction because shopping malls/centers can provide enough car parking and entertainment can attract consumers.

Nowadays, some supermarkets need to provide to meet the requirement of consumers because supermarkets can offer customers large choices in the variety of products at reasonable and affordable prices and raised level of services. On the other hand, supermarkets have to try to meet the needs of its stakeholders and its own needs for survival. Thus, it is vital for supermarket's owners/managers in the current competitive environment to meet customer's requirement. If supermarket's owners/managers can practice strategies, supermarkets can survive in the long -term.

3.2 Supermarkets in Yangon

Since early 1980s, supermarkets are evolving and development in Yangon and can provide for daily necessities and so on. The existence of traditional markets is gradually being replaced by supermarkets which cater to the basic grocery needs of the people. Grocery shopping is an essential activity which provides the basic requirement of food acquisition. Supermarkets have become more important food source for many households. Supermarkets provide convenient for customers to do shopping. Customers can shop or purchase one's requirement at one place, and it also save time, because one does not need its walk for place to place searching for an item. Fresh meats and vegetables are also available apart from dry goods such as clothes, tin provision products, kitchen utensils and other household products. Its basic appeal is the availability of a broad selection of goods under a single roof at reasonable prices. Customers usually shop these supermarkets by placing their selected merchandise into trolleys or baskets and pay for the merchandise at the check-out.

Supermarkets tend to start in large cities, then spread to intermediate cities and towns, and then enter small towns in rural areas. The business strategy is the same as for chains, spreading over city: the richest and largest market is entered first because it offers the highest profit per capital invested; competition and saturation of the initial base drives investment by a given chain into the series of subsequent markets focus

first on upper-income consumer segments, move into the middle class, and finally enter the markets of the urban poor.

Thirty outlet supermarkets were opened in Yangon during 1980 and 1985. Since the introduction of supermarkets in the early 1990s, residents of Yangon become buying at the supermarkets and the supermarkets become popular among the customers. Later, some supermarkets have been rapidly growing but some are decreasing in Yangon recently. Between 1985and 2017, the number of supermarkets rose as part of a chain from 30 branches to 96 branches. Among supermarkets, Sein Gay Har is the first supermarket that was opened in 1985 in Latha Township and City Mart Holding Co., Ltd is becoming one leading supermarket in Yangon (Win Thida, 2012).

There are several supermarkets which are operating daily in order to fulfill the various customers' requirement in Yangon. Currently, supermarkets in Yangon are Asia light, City Mart, Orange, Marketplace, Star Mart, Capital, Sein Gay Har, Ga Mone Pwint , Super One, Fuji, Gandamar Wholesale, Days to Days and Myanmar Big Shop. These supermarkets typically comprise meat, fresh fruits and dairy and baked goods along with shelf space reserved for canned and packaged goods as well as for various non-food items such as household cleaners, pharmacy products and pet supplies. Every supermarket offers to consumers with freshness food, comprehensive product range, superior customer services and pleasant shopping environment. These supermarkets are usually situated near a residential area in order to be convenient for consumers. Some supermarkets occupy at least 16,000 square feet to 230,000 square feet. Some supermarkets have car parking space but some supermarkets have no parking space. According to the merchandise of supermarkets, some are conventional, some are food- based superstores, some are combination stores and some are ware-house stores. Some supermarkets become chain business depends on their success. Most of the supermarkets have ATM (Automatic Teller Machines), café, childcare centers and photo processing. Larger supermarket; dispose larger items such as household electrical appliance and electronic equipment. Some supermarkets are opened in Shopping Malls/Centers, Plazas so that these supermarkets can increase customer’s satisfaction because car parking convenience for consumers, entertainment can attract them.

Among the supermarkets, the prominent chains supermarkets are the City Mart, Ocean, Marketplace, Sein Gay Har, Gamone Pwint and Capital. Since the introduction of supermarkets in the early 1990s, residents of Yangon become used to shopping at the supermarkets and the supermarkets become popular among the customers.

3.3 Profile of the Supermarkets

Competitive strategies used by supermarkets are required to analyze in this study. Firstly, this study requires to collect the data concerning with profiles of supermarkets. The profile of each supermarket in Yangon is presented in this section to examine their strategies and performance. Therefore, this section provides fundamental information related to this study.

(1) City Mart

City Mart Holding Co, Ltd. is a leading retail business in Myanmar. There are three kinds of shopping place. They are City Mart Supermarket, Ocean supercenter and Marketplace. City Mart Holding Co., Ltd was established in 1996 and founded by Daw Win Win Tint who takes responsibility as the Managing Director. The legal forms of City Mart Supermarket are Private limited company. The location of the Head Office is in Sanchaung Township. The First Branch, Aung San City Mart was opened in 1996 at Aung San Stadium. City Mart Holding Co., Ltd's Vision is to be the benchmark of excellence for the value to create for our customers, employees and community. Mission is to be the leading retail market chain in Myanmar with the highest market share in each retail format, to pioneer breakthrough concepts in retailing relevant to Myanmar and to expand industrialized wholesale business. Core Values are customer focus, strive for excellence, teamwork, integrity and people development.

Currently, City Mart Holding Company is one of the largest Retail Chain Business in Myanmar. The company is one engaged in many aspects of modern retail trade. The Company aims to serve more of Myanmar's 60 Million population. Its target customers are urban households who appreciate good quality food & lifestyle. The company has outlet expansions and introducing new retail formats. City Mart

Holding Co, Ltd possesses City Express, Season Bakery shops, Shopping Centers, Super Centers, City Care, City Book and Music, City Baby Club, Popular Book Shop are called “Revenue Center".

City Mart supermarket has 21 outlets in Yangon and 1 in Mandalay. It offers superior quality, fresh food, comprehensive product range, superior customer services and pleasant shopping environment that enhance customer's expectation. Mainly, City Mart targets the middle and higher income customers. It emphasizes quality grocery products with reasonable price. Certain City Marts operate a two shift working procedures with (24) hours services. Therefore, it also provides training for its employee to create better services than competitors. Moreover, its branches have enough car parking inside the Shopping Mall/Center. The City Mart stores, with many outlets dotted around Yangon, are Myanmar’s best-supplied supermarkets. City Mart has monthly marketing plan and seasonal sale promotions such as Christmas and New Year and Thandigyut.

City Mart offers online shopping service in Yangon and it also offers telemarketing service. All items can be ordered online if there is a minimum purchase level of K50, 000. Free delivery will be provided for purchases above K100, 000. For purchases below K100, 000, an additional K 5,000 delivery fee is charged. Online orders can be made any time but phone orders must be made between 9 am and 9 pm. However, if a customer makes an order for commodities, he or she can receive the ordered items on the next day between 9 am and 12 pm.

(2) Ocean Supercenter

Ocean supercenter has 4 outlets in Yangon and 2 outlets in Naypyitaw, 3 outlets in Mandalay and 1 outlet in Monywa, Mawlamyine, Pathein and Taunggyi under the City Mart Holding Co., Ltd. The first branch of Ocean North point supercenter was opened in 2006 at ninth mile. Ocean targets mass customers. It sells food items as well as nonfood items to customers. Among the non-food items, the furniture is one of the non-food items. Ocean gives fair price for staple food items such as rice, cooking oil etc. Ocean’s price is a little bit cheaper than City Mart but the quality is the same. Ocean has more variety of grocery than City Mart. Ocean Supercenter is a one stop place satisfying the needs of every household member in the city.

(3) Marketplace by City Mart

Marketplace is City Mart's premium supermarket brand and able to offer better service to discerning customers with more international and up to date market products. Currently, there are four outlets such as Golden Valley, Parkson FMI, HAGL and Chauk Mile Khwel (6½ miles). Marketplace targets upper class and foreigners who can buy premium items which are not available any other supermarkets. The majority of food items are fresh fruits, meat and cheese from foreign countries such as Australian food item, Italian food item and Thai and Korea food items, European food items etc. Marketplace has a promotion plan such as international fairs etc.

(4) Capital Supermarket

Capital Diamond Star Group (CDSG) opened its first Capital Hypermarket on Min Nandar road, Dawbon Township in Yangon in 2008. It has over 6,000 square meters of shopping space. The second Capital Hypermarket, a 6,000 square meter facility, was opened in Nay Pyi Taw, in March 2011. Now, it is operating five outlets in Yangon area and one branch in Nay Pyi Taw. Among the chains of Capital, two outlets are hypermarkets, four outlets are supermarkets and (130) outlets are convenience stores (Grab & Go). The last chain, Capital supermarket was opened in Aung San Stadium Street, Pha Sa Pala yard, Mingalar Taung Nyunt Township, Yangon, 2015. Capital Supermarkets are situated in the following townships: North Dagon, North Okkalapa, Htee Tan, Aung San Stadium, in Yangon. Capital has only one hypermarket and the rest are just normal size shops in Yangon.

Capital Diamond Star Group's mission is to be the best in the industries and to maintain excellence by providing world class quality products and services to customers. Its vision is to be the first choice in the mind of customers and to be the leading global vendor partner in providing quality products and services for both the Myanmar and the regional markets. It targets all level of customers. Capital supermarket provides not only Myanmar Traditional foods but also local and foreign products are available. It has monthly marketing plan and many sale promotions in seasonal time.

(5) Sein Gay Har Supermarket

Sein Gay Har is the first supermarket that was opened in 1985 in Latha Township. Now, it is operating seven outlets in Yangon area. The first Sein Gay Har supermarket was only the status of the mini-market and was raised to the status of supermarket in 1995. Among the chains of Sein Gay Har, three outlets are department stores and four outlets are supermarkets. The last chain, Sein Gay Har Parami Center was open on Parami Road, between Insein Road & Baho Road, Hlaing township, Yangon Region, in 2010.

Sein Gay Har targets all level of customers. It has food items and nonfood items such as clothes, mobile phones and furniture. The majorities of the products of Sein Gay Har are low cost product with fair price and it also has a few branded items. However, Sein Gay Har is a one stop place satisfying the needs of every household member in the city and has more variety of groceries than other supermarkets.

(6) Ga Mone Pwint Supermarket

Ga Mone Pwint company Limited (GMP Co.,Ltd.) was founded in 1991and first department store of the company was opened in 1995. Now, it is operating four outlets in Yangon area. Among the chains of Ga Mone Pwint, three outlets are department stores and one outlet is shopping mall/ center. The last chain, Ga Mone Pwint shopping mall/ center was opened in 2016. Ga Mone Pwint's mission is developing both quality and quantity of products as well as services, to ensure that customers are provided with generous hospitality, services as well as various types of goods. Ga Mone Pwint offers food items and non- food items. Ga Mone Pwint's many products aim for customer satisfaction including clothing, handbag, shoes, luggage, construction materials, lubricant, car battery, car tire, heavy equipment. Ga Mone Pwint targets all level of customers although it intends to serve a mid-income clientele in 1995. Ga Mone Pwint is a one stop place satisfying the needs of customers.

(7) Orange Supermarket

The first chain of Orange, Blazon, was located on U Wisara road and was established in 2000. Since in2004, Orange expanded Latha, Maha Bandoola Road,

Corner of 19th street, Latha Township as its branches. There are eleven branches. The head office is no.15/16/17/18, Myittar Yeik Mon Housing, Thamain Bayan Road, Tamwe Township. It has now expanded to three outlets in Mandalay and eight outlets in Yangon. The last chain was opened at 84th Street between 34th and 35th Street, Mandalay in July 2015. Orange targets all level of customers. It offers food items and nonfood items to customers but also has a few branded items. There is a few sale promotions especially New Year and Thandingyut.

(8) Star Mart

Dagon Group operates Star Mart supermarkets in both Dagon Center I and Dagon Center II for retail services. Star Mart was opened in 2008 on Pyay road, Myaynigone, Sanchaung Township. There are two branches as Star Mart I and II under Dagon Center shopping Mall I and II. Thus, it is a place easy to go and buy groceries while leisure shopping to Dagon Center Shopping Mall I and II. Since Star Mart I and II is under Dagon Center Shopping Mall I and II, whoever comes to Dagon Center Shopping Mall I and II enters Star Mart I and II to buy something. Star Mart I and II provide various commodities for any ages, any genders and any purpose. It offers food items and nonfood items to customers but not including fish and meat. However, Star Mart offers online shopping service in Yangon. All items can be ordered online if there is a minimum purchase level of K50, 000. For Online orders can be made at any time but phone orders must be made between 9 am and 9 pm. If the order is made on that day, the ordered items will be delivered the next day between 9 am and 9 pm. As a Star Mart Supermarket, there is no intention for getting market share.

(9) Super One Supermarket

The first chain of Super One is situated in Shew Bon Thar Street. In 1995, Super One was opened as a downtown branch at 397, Bogyoke Aung San Road, Pabedan Township. Other name of Super One, Victoria Hyper Mart was opened on Bayint Naung Road, in 2002 and it currently operates eight outlets in Yangon. The last chain, Victoria Prime was opened in People's Square, Yangon, 2014.

Super One targets all level of customers. It offers food items and nonfood items to customers. It has more variety of local products and the choice of imported products is very much limited. However, although Super One has many branches in Yangon, there are a few branches now. Super One is not very popular nowadays. It does not have enough customer service because the insufficient customer's services are mainly due to engaging less labor to reduce cost. The main cause of the close of the Super One branches is decrease of sale amount. There are a few sale promotions mainly in New year and Thandingyut festival.

(10) Fuji Supermarket

Fuji supermarket was opened in 2012 in Kyauktadar Township, in Yangon. Fuji supermarket has two floors and the area of each floor is 20'x30'. The first Fuji supermarket was opened in 1989 in Chan-aye-thar-zan (East) Ward Corner of 80th street and 30th street and now it is operating four outlets in Mandalay area. Fuji supermarket was only the status of the mini-market and was promoted to the status of supermarket in 2011. The last chain, Fuji was opened in 78th Street between 30th and 31th street, Mandalay (Thida, 2012). Fuji supermarket targets all level of customers. It offers food items and nonfood items to customers but not including fish and meat.

(11) Asia Light Supermarket

Asia light supermarket was established on Upper Pazundaung Road in 1995 under the Asia World Group. Now, it is operating seven outlets in Yangon and one in Pyinmanar, three in Naypyidaw and one outlet in Taunggyi. As branches, Asia Light Supermarket is located at 5, Thitsar Road, (14) Ward, Yankin Township and Tharyar Gone Ward, Mingalar Taung Nyunt township, Yangon Region. In Naypyidaw, Asia light supermarket was opened at Zay Yar Thiri Shopping Mall, in 2009 (Thida, 2012).

Asia Light supermarket targets all level of customers and offers food items, nonfood items to customers but not including fish and meat. Although Asia light has many branches in Yangon and Nay Phi Taw in the past, it has a few branches now. Asia light is not very popular among supermarkets nowadays. Moreover, there is only one shift employment for these supermarkets, although other supermarkets have day and night shift. It has not enough customer service due to engaging less labor to reduce cost.

(12) Gandamar Wholesale

Gandamar Wholesale supermarket was opened between Gandamar Street and Weizayanta street, Mayangan township, Yangon in 2011. There are five branches of Gandamar Wholesale in Yangon, Mandalay, Pyin Oo Liwn and Meiktila. Gadamar Wholesale and Ruby Mart have under the Myanmar Economic Holding Ltd. There are three Gandamar Wholesale in Myanmar but only one in Yangon. Another two are in Mandalay and Meiktila. Gandamar Wholesale also has a ball-room for Wedding and Seminar Hall. Gandamar Wholesale's vision intends to open for resellers who are to avoid traffic jam and the crowded place such as Nyaungpinlay market, Yuzana plaza, and Mingalar market. It has a large area for car parking, there is no traffic jam. Thus, people want to come Gandamar Wholesale. Although Gandamar Wholesale targets all level of customers, low price is its strategy. Not like other supermarkets, Gandamar Wholesale sells not only wholesale but also retail to customers. Its profit margin is very low. Among supermarkets opened in Yangon, Gandamar Wholesale receives a small profit margin from the customers by offering some products to customers with wholesale price.

(13) Ruby Mart

Ruby Mart supermarket located at 294/304 Pansodan Road (corner of Bogyoke Aung San Road, Downtown) in Yangon was opened in 2010. Ruby Mart has under the Myanmar Economic Holding Ltd. There are two Ruby Mart supermarkets, one is in Yangon and another is in Pyin Oo Liwn. Ruby Mart targets all level of customers. Ruby Mart is a supermarket which sells food items and nonfood items to customers.

(14) Myanmar Big Shop Supermarket

Myanmar Big Shop supermarket was opened in 2010, at No.85, former Ye-da-shay road, Bahan Township, in Yangon. Myanmar Big Shop focuses religious products for Buddhist customers. Myanmar Big Shop's aim is to sell goods relating religion. Prohibited goods such as alcohol, spirits and cigarettes are not sold. Customers, especially donors mostly can buy grocery, cold drink, dessert and etc. Myanmar Big Shop has seasonal sale promotion for religious festivals such as

Thadingyut and Dazaundaing. There are three branches namely Myanmar Big Shop I, Myanmar Big Shop II and Mother Shop (May May Zay khin) , especially, donor goods relating to religious functions are mainly sold at Myanmar Big Shop I, II and kitchen goods relating to children and mothers at Mother Shop (May May Zay khin).

(15) Day to Day Supermarket

Day to Day Supermarket is located at 48, Kyaikkasan Road, Tar Mwe Township, Yangon. Day to Day supermarket was opened in 2009. There is no branch of Day to Day supermarket in Yangon and it's under the United Living Mall. Day to Day supermarket's aim is intended to offer fresh goods, consumable by all races. It has food items and nonfood items. Day to Day has higher labor turnover because of low salaries and unskilled staff level.

It has been demonstrated that supermarket has embraced cooking and have space for people to shop and eat. This gives the customer more convenience as they are able to do their shopping at one go. Actually, the supermarket provides a speedy and reliable way to do one's shopping. Some of the supermarkets in Yangon offer branded products remain unique to that particular retail shop and a customer will specifically go to buy that branded products that he or she deems to provide best value for her/his money. Some supermarkets offer customers as their strategies by opening their supermarkets 24 hours and locating them near bus-stops.

3.4 Characteristics of the Supermarkets

The study is conducted based on 15 groups of supermarkets. The major characteristics of Supermarkets are defined in terms of name, establishment, the number of outlets, number of staff, types of commodity, area and online assessment. The summary of the Supermarkets in Yangon and their characteristics are briefly described in Table (3.1).

In Yangon, there are wet markets, mini-markets, supermarkets, department stores and hypermarkets. Among the studied supermarkets, Gandamar wholesale, City Mart, Ocean, Marketplace, Capital, Sein Gay Har, Ga Mone Pwint, Orange and Day to Day Supermarkets offer various kinds of product including wet meat. However,

Fuji, Star Mart and Myanmar Big Shop Supermarkets also offer various kinds of products, not including wet meat. According to MMRD (2017), there are 22 outlets of City Mart (Yangon-21 and Mandalay-1), 12 outlets of Ocean Super Centers (Yangon-4, Mandalay-3, Nay Pyi Taw-2, Pathein-1, Mawlamyine-1, and Taunggyi-1), 4 outlets of Marketplace (Yangon), 10 outlets of Orange Supermarkets (Yangon-7 and Mandalay-3) and 3 outlets of Gandamar Wholesale (Yangon, Meiktila and Mandalay) and 2 outlets of Ruby Mart (Yangon and Pyin Oo Liwn), 3 outlets of Myanmar Big Shop (Yangon), and only one outlets of Day to Day (Yangon).

Table (3.1) Summary of the Supermarkets in Yangon and their Characteristics

Sr. No.	Supermarkets	Establish-ment	No. of Outlets in 2017	No. of Staff	Types of Commodity	Area (Sq. ft.)	Online Access
1	City Mart	1996	22	2000	Full assortment of food, non-food, drug store items and general merchandise	10634	available
2	Ocean	2006	12	1800	Full assortment of food, drug store items and general merchandise	51400	available
3	Marketplace	2011	6	260	Full assortment of food, non-food, drug store items and general merchandise	14061	available
4	Capital	2008	5	1200	Full assortment of food, non-food, drug store items and general merchandise	20000	available
5	Sein Gay Har	1985	7	4000	Full assortment of food, non-food, drug store items and general merchandise	15000	-
6	Ga Mone Pwint	1995	5	1000	Full assortment of food, non-food and general merchandise	28000	available
7	Orange	2000	11	400	Full assortment of food and non- food items	18000	-
8	Star Mart	2008	2	120	Full assortment of food, non-food and general merchandise	7000	available
9	Super One	2002	8	270	Full assortment of food, non-food and general merchandise	16000	-

Sr. No.	Supermarkets	Establish-ment	No. of Outlets in 2017	No. of Staff	Types of Commodity	Area (Sq. ft.)	Online Access
10	Fuji	1989	5	120	Full assortment of food, and non- food items	6000	-
11	Asia Light	1995	10	200	Full assortment of food, and non- food items	6000	-
12	Gandamar Wholesale	2011	2	210	Full assortment of food, non-food and general merchandise	50000	-
13	Ruby Mart	2010	3	500	Full assortment of food, and non- food items	15000	-
14	Myanmar Big Shop	2010	3	200	Full assortment of food, non-food and general merchandise	7200	-
15	Day to Day	2009	1	67	Full assortment of food, and non- food items	7000	-

Source: Survey Data (2017)

CHAPTER IV

COMPETITIVE STRATEGIES, OPERATIONAL CHARACTERISTICS AND PERFORMANCE OF SUPERMARKETS IN YANGON

. This chapter is started with the research design applied for analyzing research variables to reach the objectives of the study. In the second part, the competitive strategies applied by the supermarkets are analyzed to identify the dominant competitive strategies of supermarkets in Yangon. In the last part, this chapter deals with firms' operational characteristics and performance of supermarkets.

4.1 Research Methodology

Research methodology includes research design, population and sample size**,** sampling design, data collection method, testing reliability and validity for internal consistency of variables and accurate representation of the data, descriptive statistics, and methodology of Path Analysis including checking for its assumptions.

4.1.1 Research Design

The study identifies the dominant competitive strategies and to analyze the performance of supermarkets as the effect of competitive strategies. For this analysis, multiple linear regression method is used since one or more of the competitive strategies (independent variables): cost leadership strategy, differentiation strategy, focus strategy in question, could be the actual cause of observed variation in the firm performance (dependent variables) in terms of firms' growth, employees' satisfaction and customers' satisfaction of the supermarkets. Firm's operational characteristics consist of location, capital, managerial skill and experience, network& supply chain

which play as the mediating variables between independent variables of competitive strategies and dependent variables of firm's performance.

4.1.2 Population and Sample

This study attempts to focus supermarkets in Yangon since it is one of the trading cities and also has the largest number of supermarkets. There are 15 groups of supermarkets which had being operated in the study period from 2016 and 2017. 50 managers, 481 employees and 512 customers are selected as sample from the 15 group of supermarkets.

(a) Sample Size Determination for Managers

The study used a descriptive survey design focusing on the performance of supermarkets in Yangon. Firstly, a senior manager from each group of supermarket is selected and thereby, altogether 15 senior managers from 15 groups of supermarkets are interviewed. Moreover, this study selects 35 branch managers from 73 outlets of 11 group supermarkets by using simple random sampling method based on the method of Scheaffer, Mendenhall, and Ott (1999). To determine the sample size the following formula is used.

$$n=\frac{NP(1-P)}{(N-1)D+P(1-P)}$$

N= Number of Supermarket outlets =77

P =Proportion of population = 0.5

D = Margin of error = 0.0039 (from senior managers survey)

$$n=\frac{77\times0.5\times0.5}{(77-1)\times0.0039+0.5\times0.5}=35.23$$

Moreover, in analyzing the firm performance, 4 outlets of the single outlet supermarket are also included and thereby, altogether 39 supermarkets are involved in this study. Selected supermarkets are presented in Table (4.1).

(b) Sample Size Determination for Employees

For employee respondents, the list of employees was obtained from Human Resources department at each supermarket. There are 3734 employees in selected 39 outlets supermarkets in Yangon. Taro Yamane (1973) formula is applied in the computation of sample size of employees in this study. The recommended final sample estimate (n) was calculated using the following formula:

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

$$n = \frac{3734}{(1 + 3734 \times 0.05^2)} = 361.29$$

The sample size is determined as 361 respondents from 3,734 employees of selected 39 outlets of supermarkets in Yangon. Then, the size of respondents from each outlet is determined proportionately. It is assumed that response rate is 75% and then sample size adjusted for response rate is calculated as follows:

Sample adjusted for response rate $n_o = \frac{n}{r}$

$$= \frac{361}{0.75} = 482.67$$

To get the required sample size of 361employees, the study chooses 483 respondents as the target for this study. The sample allocation of employees for selected supermarkets is also presented in Table (4.1).

(c) Sample Size Determination for Customers

For sample customers, the study target 384 customers' by using the Cochran's method (1977) formula. The appropriate sample size was based on 95% level of confidence and a margin of error of 5% was sufficient to estimate the population characteristics. The following formula was used to get the sample from population of the 39 selected supermarkets by using Cochran's method (1977).

$$\text{Sample size} = \frac{Z^2 pq}{E^2}$$

Where N= required sample size

z = table value for selected alpha level at 95% confidence interval (standard value of 1.96)

p = 0.5 is the proportion of population and q = (1-p)

p q = estimated of variance= 0.5 x 0.5 = 0.25

E = acceptable margin of error for proportion being estimated = .05 (error researcher is willing to except)

$$n = \frac{(1.96)^2 \times 0.5 \times 0.5}{(.05)^2} = 384.16$$

It is assumed that response rate is 75% and then sample size adjusted for response rate is calculated as follows:

Sample adjusted for response rate $n_o = \frac{n}{r}$

$$= \frac{384}{0.75} = 512.21$$

To get the required sample size of 384 customers, the study has to collect the data from 512 customers from selected 39 supermarkets in Yangon. The sample allocation of customers for supermarkets is also presented in Table (4.1).

4.1.3 Data Collection Method

With the approval of Managing Directors or Owners of the supermarkets, data collection is conducted. The necessary data for the study were collected by using both in - depth interview and questionnaire survey. The in-depth interviews were conducted with the top level managers while the questionnaire survey were done as main instrument of data collection for this study.

(a) In-depth Interview

Face-to-face interviews were used as a primary data collection method since it is the best approach to reveal insights of individuals and the results turned out to be trustworthy and accuracy. The target respondents are top level managers, who are directly involved in the decision making process of supermarkets. They are main responsible for setting up strategies, and implement them by arranging and organizing

operational characteristics such as location, capital, managerial skill and experience, network and supply chain. Through the discussion with top level managers, competitive strategies practiced by the supermarkets are identified. These interviews provide valuable primary data for identifying and implementation strategy as a preliminary survey questions.

Table (4.1) Sample Allocation of Supermarkets, Employees and Customers

Sr. No.	Supermarkets	No. of Outlets		No. of Employees			No. of Customers	
		Total Outlets	Selected Outlets	Total Employees	Sample Size	Adjusted Sample Size	Sample Size	Adjust Sample Size
1	City Mart	21	6	698	67	90	59	79
2	Ocean	4	3	607	59	78	30	40
3	Marketplace	6	3	380	37	49	30	40
4	Capital	5	3	121	12	16	30	40
5	Sein Gay Har	7	3	450	44	58	30	40
6	Ga Mone Pwint	5	3	600	58	77	30	40
7	Orange	8	3	80	8	10	30	40
8	Star Mart	2	2	145	14	19	20	27
9	Super One	6	3	100	10	13	30	40
10	Fuji	1	1	30	3	4	9	12
11	Asia Light	6	3	63	6	8	30	40
12	Gandamar Wholesale	1	1	150	15	19	9	11
13	Ruby Mart	1	1	50	5	6	9	12
14	Myanmar Big Shop	3	3	193	19	25	30	40
15	Days to Days	1	1	67	6	9	9	11
	Total	77	39	3734	361	484	385	512

Source: Survey Data (2017)

(b) Questionnaire Survey

The primary data of supermarkets were collected from senior managers from head offices and branch managers, employees and customers of the selected supermarkets with structured questionnaire. The questionnaire is separately designed

for three different groups of respondents: managers, employee and customers. These questionnaires are designed with 5-point Likert scales in order to indicate the respondents' opinion on the factors. Data collections are done in Yangon during the period from July to October 2017. For customer's questions, it took one day for two supermarkets during twelve hours and asked every fifth customers who come into the supermarket are selected with systematic random sampling method.

4.1.4 Reliability and Validity Test

Reliability and **v**alidity test are conducted for cost leadership strategy, differentiation strategy, focus strategy, location, capital, managerial skill and experience, network and supply chain, employees' satisfaction and customers' satisfaction after conducting the survey. In this study, Cronbach's Alpha reliability test method is used to measure internal consistency of variables and accurate representation of the data. Cronbach's alpha test is most commonly used to assess the internal consistency of a survey questionnaire that is made up of multiple Likert-type scales and items. The reliability coefficient indicates how well items in a set are positively correlated to one another (Sekaran & Bougie 2016). The pilot study was carried out using respondents from the supermarkets. Using the data collected at the pilot stage the instruments were tested for reliability using Cronbach's Alpha reliability test. Since the reliability coefficient is above the recommended value of 0.7, the instruments can be considered sufficiently reliable.

The study also conducted the validity test which is a technique used as a data reduction or structure detection method. This technique extracts maximum common variance from all variables and puts them into a common score. In order to ensure the usability of a factor, the factors with eigenvalue higher than 1.0 were maintained. The data for factor analysis was measured by Kaiser-Meyer-Olkin (KMO) value and the factor between 0.5 and 1 were regarded as appropriate. The results of reliability and **v**alidity test for each factor in this study are presented in Table (4.2).

Cost Leadership Strategy

Cost leadership strategy includes 14 items. The analysis organized eight items and six items with factor loading less than 0.5 are removed. The removed items are "supermarket normally drops unprofitable items, supermarket emphasizes efficient

use of resources, supermarket tries to get new market growth, supermarket tries to maintain existing market growth, supermarket always tries to build good relationship with suppliers, and supermarket tries to improve operational efficiency". The data collected from remaining eight items are tested for reliability and **v**alidity. The Validity Test showed that KMO value of the variables measured Cost Leadership Strategy is 0.824 which is greater than 0.5. Factor loadings for eight items are within the range from 0.524 to 0.882.

Cronbach's alpha is used to construct the reliability measure of this study. Cronbach's alpha value for cost leadership strategy is 0.903 which is greater than the recommended reliability value of 0.7.

Differentiation Strategy

Originally, differentiation strategy includes 16 items. The result shows that 13 items are organized and three items with factor loading less than 0.5 are deleted from the analysis. The deleted items are "supermarket tries to refine existing products/services, supermarket’s location (in shopping malls/shopping centers) more influence than other place and supermarket can provide enough cars parking for consumers". From validity test with Factor analysis, KMO value is 0.872 which is greater than 0.5. Factor loadings for items range from from0.625 to 0.912. Cronbach's alpha value for differentiation strategy is 0.957 which is greater than the recommended reliability value of 0.7.

Focus Strategy

The variables in focus strategy includes 11 items. The result revealed that 9 items are organized and two items with factor loading less than 0.5 are removed from the analysis. These items are "supermarket controls the quality of products/services and supermarket focus customers depend on customers' groups." From validity test with Factor analysis, KMO value is 0.803 which is greater than 0.5. Factor loadings for items range from 0.585 to 0.845. Cronbach's alpha is used to construct the reliability measure of his study. Cronbach's alpha value for focus strategy is 0. 897 which is greater than the recommended reliability value of 0.7.

Location

Location includes five items. In this analysis, since all items of location have the factor loading greater than 0.5, all questionnaire items are included in the analysis.

Among them, high loading items are "supermarket's location is easily accessible for stakeholder's need". From validity test with Factor analysis, KMO value is 0.617 which is greater than 0.5. Factor loadings for items range from 0.554 to 0.863. Cronbach's alpha is used to construct the reliability measure in this study. Cronbach's alpha value for location is 0. 635 which is near to the recommended reliability value.

Capital

Capital includes five items. The result revealed that all items have factor loading greater than 0.5 and, thereby no items are removed from the analysis. , KMO value is 0.787 which is greater than 0.5. Factor loadings for items range from 0.827 to 0.860. Cronbach's alpha value for capital is 0. 8 which is greater than the recommended 0.7 of reliability value.

Managerial Skill and Experience

Managerial skill and experience includes five items. The result found that all items have factor loading greater than 0.5 and, thereby no items are removed from the analysis. Results show that all items include managerial skill are high level of significant. Among them, high loading items are "managers have the capability to identify, evaluate and solve problems in their daily operations." KMO value is 0.717 which is greater than 0.5 and factor loadings for items are range from 0.551 to 0.824. Cronbach's alpha value for managerial skill and experience is 0. 742 which is greater than the recommended 0.7 of reliability value.

Network and Supply Chain

Network and Supply Chain includes five items. The result indicated that all items with factor loading greater than 0.5 and none of them are excluded from the analysis. Among them, high loading items are "supermarket set up supply chain management to be flexibility and delivery at specified time." KMO value is 0.811 which is greater than 0.5 and factor loadings for items are ranged between 0.646 and 0.891. Cronbach's alpha value for network and supply chain is 0. 864 which is greater than the recommended 0.7 of reliability value.

Employees' Satisfaction

The questionnaire in employees' satisfaction includes 20 items. The result found that 16 items are organized and four items with factor loading less than 0.5 are

deleted from the analysis. The first deleted item is "Employee receives a feeling of personal satisfaction and enjoyable with his/ her job, the second item is "Employee would like to participate and try to get customer's satisfaction at supermarket, the third item is "Employee satisfies on his /her performance when he tries to sell new products and services, the fourth item is "Employee receives assistance from co-workers when necessary and pays respect each other." From validity test with Factor analysis, KMO value is 0.887 which is greater than 0.5. Factor loadings for items are range from 0.502 to 0.658. Cronbach's alpha value for employees' satisfaction is 0. 876 which is greater than the recommended 0.7 of reliability value.

Customers' Satisfaction

Customer's satisfaction includes 27 items. According to the factor analysis, 12 items are organized and 15 items with factor loading less than 0.5 are excluded from the analysis. From validity test with Factor analysis, KMO value is 0.900 which is greater than 0.5. Factor loadings for items are ranged from 498 to 0.760. Cronbach's alpha value for customers' satisfaction is 0. 870 which is greater than the recommended 0.7 of reliability value.

Table (4.2) Results from Reliability and Validity Test

Sr. No.	Factors	No of items	Items Retained	Validity		Reliability Cronbach's Alpha
				KMO	Bartlett's test	
1	Cost Leadership	14	8	0.824	.000	0.903
2	Differentiation	16	13	0.872	.000	0.957
3	Focus	11	9	0.803	.000	0.897
4	Location	5	5	0.617	.000	0.635
5	Capital	5	5	0.787	.000	0.891
6	Managerial Skill and Experience	5	5	0.717	.000	0.742
7	Network & Supply Chain	5	5	0.811	.000	0.864
8	Employees Satisfaction	20	16	0.887	.000	0.876
9	Customers Satisfaction	27	12	0.900	.000	0.870

Source: SPSS Outputs (Appendix G)

Table (4.2) summarizes the results of reliability and validity test for questionnaire items of cost leadership, differentiation, focus, location, capital,

managerial skill, network & supply chain, employee's satisfaction and customer's satisfaction. The results indicate that internal consistency and usability of variables in the analysis.

4.1.5 Descriptive Statistics

Descriptive statistics were used to describe the mean values of the observed variables. According to the means value of the items, customer satisfaction and employee satisfaction has been measured. Each variable includes different number of items. As shown in Table (4.2), competitive strategies include 30 items, employee satisfaction is measured with 16 items, customer satisfaction is measured with 12 items, and mediating variables include altogether 20 items. These items are measured with five-point Likert scale. The respondent can fill up their answer by selecting one from five options ranged from strongly disagree (SD), disagree (D), neutral (N), agree (A) to strongly agree (SA). The means values of variable are categories into three levels. In accordance with the classification of Sekaran & Bougie (2016), mean value less than 2 are classified as low level, between 2 and 3.5 are categorized as moderate level, and 3.5 and above value are considered as high level of perception.

4.1.6 Path Analysis

This study conducts path analysis and interprets the results. This study uses multiple regression methods to observe the effect of competitive strategies on supermarkets' performance and applies path analysis to examine the mediating effect of firms' operational characteristics between competitive strategies and supermarkets' performance. Path analysis is used to test whether direct, indirect effect and total effect between competitive strategies and supermarkets' performance. Path analysis is a form of multiple regression analysis used to evaluate causal models by examining the relationships between a dependent variable and two or more independent variables. For each dependent variable, a simple linear regression analysis is used to predict the effect of variables. The betas from these regression models are the path coefficients that are used to display the results of a path analysis. (Pedhazur, 1982).

Path analysis is a good presentation tool for results of multiple linear regressions where there are intermediate variables and indirect effects because the

causal variables are correlated. According to Scheiner and Gurevitch (2001), the assumptions of Path Analysis are identified as

(1) Path analysis will require as many multiple linear regression analyses as the number of endogenous variables in the diagram;

(2) To check linearity with partial regression scatterplots and transform as necessary;

(3) To check multivariate normality in which testing univariate distributions for normality with Shapiro-Wilk or other test and multivariate normality with $\chi 2$ test of Mahalanobis distances, and transformation them as necessary;

(4) To check outliers with scatterplots and use Mahalanobis distance to eliminate outliers.

The path analytic modeling uses regression analysis to estimate the main path coefficients from the independent variables to the dependent variables. In the first set of regression, the performance measures (firm growth rate, employees' satisfaction and customers' satisfaction) are regressed with the mean value of cost leadership strategy. In the second set of regression, each of firms' operational characteristics variables (location, capital, managerial skill and experience, and network and supply chain) are dependent variables which are regressed with cost leadership strategy as the independent variable. The third set of regression has the supermarkets' performance as the dependent variable which is regressed with firm's operational characteristics as the independent variables. The four set of regression analyses was similar to the ones above except that cost leadership strategy was replaced with differentiation strategy. The next set of regression analyses was similar to the ones above except that differentiation was replaced with focus strategy.

Checking the Assumptions of Path Analysis for Firms' Growth

The multiple regressions is used to ascertain the assumptions about the data, although simple linear regression is applied in path analysis. As presented in Appendix (G-1), data screening was conducted to ascertain that the data satisfies the assumption (1) of Path Analysis.

For assumption (2) of linearity, data check with partial regression scatterplots for linearity. These scatterplots indicate a linear relationship only between the variables. Most of variables are significant; however, location variable is not significant. The regression scatterplots are presented in Appendix (G-2) and the results prove that the conditions are met with assumption (2) except the location variable.

For assumption (3), the data approximately followed a multivariate normal distribution based on Shapiro-Wilk and used $\chi 2$ test of Mahalanobis distances for multivariate normality. Tables of tests of normality and charts for competitive strategies (cost leadership strategy, differentiation strategy, and focus strategy) and firms' growth are presented in Appendix (G-3). The normal distribution forms a straight diagonal line and the data distribution fall more or less along the diagonal. According to the P-P Plot and tests of normality and charts, most of the variables are estimated to be normal and thereby, it is safe to conclude that these variables are met the conditions of assumption (3).

For assumption (4), multivariate outliers can be assessed and eliminated by using the Mahalanobis distance statistic obtained from regression analysis. Mahalanobis distances of cost leadership strategy shows 12.20285 while those for differentiation and focus strategies are 12.58814 and 12.66154, respectively. The significance of the Mahalanobis distance is evaluated by the chi-square test. For five independent variables (df = 4), the critical value of chi-square at an alpha level of $p <$ .005 is 14.860. Examinations of the saved Mahalanobis distances are less than 14.860 that shows no outlying cases. The results of Mahalanobis distance analysis are also presented in Appendix (G-4).

Checking the Assumptions of Path Analysis for Employees' Satisfaction

To check the endogenous variables for Path Analysis, multiple linear regressions is applied. As presented in Appendix (G-1), data screening is conducted to ascertain that the data satisfied with assumption (1) of Path Analysis.

. For assumption (2) of linearity, data are checked with partial regression scatterplots. These scatterplots indicate a linear relationship only between the variables. Apart from location variable, all variables are significant. The regression

scatterplots are presented in Appendix (G-2) and the results prove that the conditions are met with assumption (2) except the location variable.

For assumption (3), the data approximately follows a multivariate normal distribution based on Shapiro-Wilk and used $\chi 2$ test of Mahalanobis distances for multivariate normality. The results of tests and charts for normality of competitive strategies: cost leadership strategy, differentiation strategy, and focus strategy and employees' satisfaction are presented in Appendix (G-3). According to the P-P Plot and tests of normality and charts, variables are estimated to be normal thus, it can be said that the variables are met the conditions of assumption (3).

Multivariate outliers can be assessed and eliminated by using the Mahalanobis distance statistic obtained from regression analysis. Among the results, the greatest value of Mahalanobis distances for cost leadership strategy shows 12.63565 while those values for differentiation and focus strategies are 13.38757 and 13.12736, respectively. The significance of the Mahalanobis distance is evaluated by the chi-square test. For five independent variables (df = 4), the critical value of chi-square at an alpha level of $p < .005$ is 14.860. Examinations of the saved Mahalanobis distances are less than 14.860 that shows no outlying cases. The results are also presented in Appendix (G-4).

Checking the Assumptions of Path Analysis for Customers' Satisfaction

The use of multiple regressions requires certain assumptions about the data, although simple regression are used in path analysis. As presented in Appendix (G-1), data screening is conducted to ascertain that the data satisfied the relevant assumptions for assumption (1).

For assumption (2), partial regression scatterplots are applied to check the linearity of variable. These scatterplots indicate a linear relationship only between the variables and most of the variables are significant as presented in Appendix (G-2).

For assumption (3), the data approximately follows a multivariate normal distribution based on Shapiro-Wilk and uses $\chi 2$ test of Mahalanobis distances to check multivariate normality. The results of tests and charts for normality of competitive strategies: cost leadership strategy, differentiation strategy, and focus

strategy and customers' satisfaction are presented in Appendix (G-3). According to the P-P Plot and tests of normality and charts, variables are predicted to be normal and thus, it can be implied that the variables are met the conditions of assumption (3).

Multivariate outliers can be assessed and eliminated by using the Mahalanobis distance statistic obtained from regression analysis. Among the results, the greatest value of Mahalanobis distances for cost leadership strategy shows 11.67910, whereas those values for differentiation strategy are focus strategy show 12.68088 and 11.22271, respectively. The significance of the Mahalanobis distance is evaluated by the chi-square test. For five independent variables (d*f* = 4), the critical value of chi-square at an alpha level of $p < .005$ is 14.860. Examinations of the saved Mahalanobis distances are less than 14.860 that shows no outlying cases. Therefore, these results process that the conditions were met with assumption. All results of the assumption check are present in Appendix (G-4).

4.2 Competitive Strategy Used by Supermarkets

The study investigated through in-depth personnel interviews with 15 Managing Directors/General Managers for each supermarket to identify supermarket's strategies. The research questions are divided into three groups, each group directed at a strategy types. There are 30 items in questionnaire to identify the competitive strategies of supermarkets. These items are structured with 5-points Likert scale.

To analyze cost leadership strategy, 8 questionnaire items are used including the keeping charges lower than competitors, keeping overheads lower than others, using knowledge from past experience, reducing the prices of goods in order to attract customers, use to reduce number of staff when customer's demand level decreases, minimizing distribution costs, dropping unprofitable items, emphasis on price competition with competitor, the cheapest products in the market.

To identify the differentiation strategy, 13 questionnaire items are asked which consist of studying consumers' needs and behavior carefully to learn what consumers' value and willing to pay for items, emphasizing on new products to provide better consumers services, offering innovation (new products/ services availability) to customers, uses the intensity of advertising and promotion for market penetration, delivering superior value to consumers by satisfying their expectations with good- to-

excellent quality, features and performance, offering branded items to customers, providing staff training at every monthly, developing a broad range of new products/services, forecasting new market growth, offering unique products and multiple features to customers, offering differentiation products to customers, providing specialty (quality products/services), building a positive reputation within the industry.

To examine the focus strategy, 9 questionnaire items are applied which include attempting to maintain the present price and present market share, offering consumers' desired attributes that are clearly different from competitors, proving superior service delivery is faster than our competitors, doing regular market survey to the need of specific customer services, focusing buyer characteristics in the market, targeting a specific market, producing products/services with high prices, providing outstanding customer service, creating product range (specifications) for customers.

To identify the dominant strategies used by each supermarket, firstly, the mean values for each type of strategy are computed. And then, the strategy with largest mean value is considered as a dominant competitive strategy. Table (4.3) describes the identification of dominant strategy of each group of supermarkets by highlighting the largest mean values with bold letters.

Table (4.3) Competitive Strategy Used by Each Group of Supermarkets

Sr. No.	Supermarkets	Cost Leadership		Differentiation		Focus		Dominant Strategy
		Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	
1	Ocean	**4.25**	0.71	3.31	0.75	2.78	1.39	Cost Leadership
2	Days to Days	**4.63**	0.74	2.54	0.78	2.78	1.48	Cost Leadership
3	Ga Mone Pwint	**4.13**	0.83	3.62	0.77	2.56	1.01	Cost Leadership
4	Orange	**4.13**	0.99	1.92	0.64	1.89	0.78	Cost Leadership
5	Sein Gay Har	**4.13**	0.99	4.15	0.99	2.89	0.93	Cost Leadership
6	Super One	**4.25**	0.71	2.15	0.80	1.67	0.71	Cost Leadership
7	Asia Light	**4.50**	0.93	1.77	0.93	1.33	0.50	Cost Leadership
8	Gandamar Wholesale	**4.63**	0.52	3.08	1.32	2.56	1.67	Cost Leadership
9	Ruby Mart	**3.63**	0.52	3.54	0.97	3.00	1.12	Cost Leadership
10	Fuji	**4.38**	0.92	2.15	0.99	2.00	0.87	Cost Leadership
11	City Mart	3.13	0.99	**4.85**	0.55	3.78	1.39	Differentiation

Sr. No.	Supermarkets	Cost Leadership		Differentiation		Focus		Dominant Strategy
		Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	
12	Capital	2.50	1.69	**4.69**	0.48	3.78	1.30	Differentiation
13	Star Mart	2.38	0.52	**3.46**	0.88	2.67	1.00	Differentiation
14	Myanmar Big Shop	3.13	0.83	3.00	1.00	**3.56**	1.59	Focus
15	Marketplace	1.25	0.46	4.38	0.96	**5.00**	0.00	Focus

Source: Survey Data (2017)

The table indicates the dominant strategy adopted by the 15 groups of supermarkets. There are ten supermarkets that have adopted the cost leadership strategy and three supermarkets that have applied the differentiation strategy while two supermarkets practice focus strategy.

To confirm the dominant strategies identified based on the responses of senior managers, the questionnaire items are asked to the managers of selected supermarkets. The procedure of analysis is the same as analysis in identifying dominant strategy with senior managers. Table (4.4) describes the identification of dominant strategies of surveyed supermarkets by highlighting the largest mean values with bold letters.

Table (4.4) Competitive Strategy Used by Branches of Supermarkets

Sr. No.	Supermarkets	Cost Leadership		Differentiation		Focus		Dominant Strategy
		Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	
1	Ocean(North point)	**4.50**	0.76	3.38	0.87	2.67	1.50	Cost Leadership
2	Ocean (Shwegondine)	**4.38**	0.52	3.46	0.66	2.78	1.39	Cost Leadership
3	Ocean (Puzundaung)	**4.25**	0.71	3.23	0.73	2.78	1.39	Cost Leadership
4	Ga Mone Pwint (KBA)	**3.88**	0.64	3.15	0.69	2.11	0.93	Cost Leadership
5	Ga Mone Pwint (BGNZ)	**4.38**	0.74	3.08	0.28	2.33	1.12	Cost Leadership
6	Ga Mone Pwint (TGZ)	**4.38**	0.74	3.08	0.49	2.33	1.00	Cost Leadership
7	Orange(Thamain Bayan)	**4.25**	0.89	2.46	0.78	2.11	0.78	Cost Leadership
8	Orange (Waizayantar)	**4.25**	0.71	2.46	0.52	2.56	0.88	Cost Leadership
9	Orange (Taw Win)	**4.13**	0.83	2.46	0.52	2.00	0.71	Cost Leadership
10	Sein Gay Har(Hledan)	**4.25**	0.89	4.00	0.91	2.89	0.60	Cost Leadership

Sr. No.	Supermarkets	Cost Leadership		Differentiation		Focus		Dominant Strategy
		Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	
11	Sein Gay Har (Parami)	**4.13**	0.99	3.54	0.78	2.67	0.50	Cost Leadership
12	SeinGay Har (ThaMine)	**4.00**	0.93	3.08	0.64	2.56	0.53	Cost Leadership
13	Super One (KSS)	**3.88**	0.64	2.38	0.65	1.89	0.78	Cost Leadership
14	Super One (DT)	**4.50**	0.76	2.46	0.52	2.22	0.67	Cost Leadership
15	Super One (Taw win)	**4.38**	0.74	1.85	0.69	2.44	0.88	Cost Leadership
16	Asia Light (Palai Condo)	**4.00**	0.53	2.31	0.48	2.00	0.71	Cost Leadership
17	Asia Light (Witoriya)	**4.25**	0.46	2.15	0.69	1.89	0.60	Cost Leadership
18	Asia Light(Inter-airport)	**4.38**	1.19	2.08	0.76	1.89	0.60	Cost Leadership
19	City Mart(Sanchaung)	3.25	0.89	**4.85**	0.55	3.67	1.50	Differentiation
20	City Mart(Tha Mine)	3.13	0.64	**4.62**	0.65	3.33	1.22	Differentiation
21	City Mart(Junction Square)	3.13	0.99	**4.62**	0.65	3.78	1.39	Differentiation
22	City Mart (south DG)	2.25	0.89	**4.00**	0.41	3.11	0.78	Differentiation
23	City Mart (SMY Branch)	2.75	0.46	**4.08**	0.28	2.89	0.78	Differentiation
24	City Mart (47st Branch)	2.50	0.53	**3.85**	0.38	3.33	0.71	Differentiation
25	Capital (Aung San)	3.13	1.55	**4.54**	0.52	3.00	1.22	Differentiation
26	Capital (North Dagon)	3.25	1.58	**4.69**	0.48	3.11	1.36	Differentiation
27	Capital (Htee Tan)	2.50	1.41	**4.69**	0.48	3.56	1.59	Differentiation
28	Star Mart 1	2.38	0.52	**3.62**	0.87	2.67	1.00	Differentiation
29	Star Mart 2	2.50	0.76	**3.69**	1.03	2.89	1.17	Differentiation
30	Myanmar Big Shop 1	3.13	0.83	2.62	1.04	**4.11**	0.93	Focus
31	Myanmar Big Shop2	3.38	0.74	2.77	1.01	**4.00**	1.12	Focus
32	Mother shop(MMZ)	3.13	0.83	2.92	0.86	**4.11**	0.78	Focus
33	Marketplace(GV)	2.63	0.52	4.23	0.83	**4.67**	0.71	Focus
34	Marketplace (HAGL)	1.25	0.46	4.38	0.96	**5.00**	0.00	Focus
35	Marketplace(FMI)	2.75	1.04	4.23	0.83	**4.89**	0.33	Focus

Source: Survey Data (2017)

As presented in Table (4.4), 18 branches of supermarkets practices cost leadership strategy, 11 branches of supermarkets apply differentiation strategy and 6 branches of supermarkets adopts focus strategy.

Ocean, Sein Gay Har, Gandamar Wholesale, Ruby Mart, Super One, Orange and Asia light, the leading supermarkets in Yangon all use cost leadership strategy. These supermarkets strive to have the lowest cost in their stores and use penetration pricing which means setting low prices in order to attract new customers and gain market share. Among them, Super One, Orange and Asia light gain benefits by reducing in all aspects of operations.

By adopting cost leadership strategy, these businesses target all level of customers. The majorities of products of these stores are low cost products and fair price but a few are branded items. Although the markets are usually open day and night, the employees are assigned only one shift to trim the labor cost. The low cost strategy adopted by the supermarket should be effective in a competitive retail environment. As customers, prefer to buy low cost products at convenient places. Therefore, it is necessary for supermarkets to have complete set of items in stock.

City Mart, Capital and Star Mart I and II supermarkets adopt the differentiation strategy. They offer the products in accordance with work monthly marketing plan and conduct monthly sale promotions. They offer superior quality, fresh food, comprehensive product range, superior customer services and pleasant shopping environment that enhance customer's expectation. Among these supermarkets, City Mart targets the middle and higher income customers and emphasizes on quality grocery products at reasonable price. Certain City Mart operates two shift proving (24) hours services. City Mart also provides training to its employee to create better services. Moreover, City Mart has advantages of enough cars parking in every Shopping Mall/Center. The supermarkets that practices differentiation strategy focus on customers' expectation and thereby, able to attract a large number of customers.

The third group of supermarkets that includes two supermarkets: Marketplace and Myanmar Big shop apply focus strategy. Marketplace is City Mart’s premium supermarket brand to better serve discerning customers with international up to date

market products. Marketplace targets upper class and foreigners who can buy premium items which are not available elsewhere.

Myanmar Big shop focuses religious products for Buddhist customers. Customers, who are philanthropic, buy premium grocery products at Myanmar Big shop. Myanmar Big shop consucts seasonal sale promotion in the periods such as Thadingyut and Dazaundaing. The market that had adopted focus strategy need to stock the inventory items well so that they will be able to meet a few customers who visit them will be fully satisfied.

The study found that majority of supermarkets in Yangon practice the cost leadership strategies followed by the supermarkets which apply differentiation strategy and those use focus strategy, accordingly in pursuing their respective goals of each supermarket.

4. 3 Firm's Operational Characteristics

Supermarkets in Yangon specify the operating characteristics in accordance with their strategic orientation. In turn, firm's operational characteristics are assumed to influence on performance of the supermarkets in Yangon. Firm's operational characteristics such as location, capital, managerial skill and experience, network and supply chain are need to analyze whether they have mediating effect on the linkage between competitive strategy and firm’s performance. Mean and standard deviation of operational characteristics are presented in following section.

Table (4.5) Location of Supermarkets

Sr. No.	Items	Mean	Std. Dev.
1	Being convenient for transportation.	3.88	0.66
2	Being easily accessible.	3.64	0.78
3	Having safety and comforts.	4.02	0.32
4	Establishing under/in shopping malls/ centers.	2.40	1.41
5	Having locational advantage among nearby shops.	3.64	0.56
Overall Mean		3.52	1.01

Source: Survey data (2017)

The location of supermarket can have a major impact on its business performance. If a supermarket is located close to customers, or in a location that is easy

access for customers, it can be a competitive edge over other competitors. As shown in the Table (4.5), the overall mean of location of supermarket is 3.52. The highest mean value is found in the fact that most of supermarket's shopping environment has safety, comforts and convenient for customers. In contrast, the lowest mean value is shown in the factor that some supermarkets are established under/in shopping malls/shopping centers in Yangon.

Table (4.6) Capital Employed in Supermarkets

Sr. No.	Items	Mean	Std. Dev.
1	Investing significant amount of capital	3.38	0.83
2	Working Capital requirements	3.86	0.64
3	Investing in Fixed Assets	3.42	0.88
4	Investing human capital	3.32	0.77
5	Equipping and decorating with sophisticated system.	3.64	0.72
Overall Mean		3.52	0.79

Source: Survey data (2017)

According to the result, supermarket's capitals have moderately high as the overall mean value is 3.52. Thus, most of the supermarkets constantly invest enough capital for the smooth operation of the supermarket as working Capital requirements and some supermarkets are weak in investing for regular trainings for employees. It highlights that supermarkets need to conduct training for employees regularly and to have appropriate motivation measures to nurture more professional sales force.

Table (4.7) Managerial Skill and Experience of Managers in Supermarkets

Sr. No.	Items	Mean	Std. Dev.
1	Thinking strategically-to take long term view.	3.50	0.58
2	Analyzing and forecasting customer's behavior.	3.78	0.46
3	Identifying, evaluating and solving problems	3.86	0.57
4	Building good relationship.	3.90	0.46
5	Leading employees to perform for the work done.	3.70	0.46
Overall Mean		3.75	0.53

Source: Survey data (2017)

Manager's skill and experience is essential for a manager who plays in important role in implementing strategies. Consequently, decisions, actions, and inspirations of supermarket managers have largely effect on improving performance

of the supermarket. For that reason, manager's skill and experience is of crucial for conducting the whole operation of supermarkets.

As presented in Table (4.7), managerial skill and experience can be seen as moderately high since the overall mean value is 3.75. According to the results, it can be concluded that managers of supermarkets are able to build good relationship with employees, suppliers, customers while they are weak in thinking strategically to take the broad and long term view for increasing performance of supermarkets.

Table (4.8) Network & Supply Chain Management Practices of Supermarkets

Sr. No.	Items	Mean	Std. Dev.
1	Building network with suppliers and customers.	3.88	0.52
2	Having suppliers who provide for quality products.	3.6	0.76
3	Having suppliers who provide fast order cycle time.	3.64	0.72
4	Having reliable delivery system, order fulfillment.	3.72	0.61
5	Setting up Supply Chain Management.	2.58	0.97
Overall Mean		3.48	0.86

Source: Survey data (2017)

The overall mean value network and supply chain management is 3.48 as shown in Table (4.8). It can be concluded that although supermarkets can build network with suppliers and customers they are weak in managing supply chain even though it is critical requirement for supermarkets to have rapid and precise delivery.

4.4 Performance of Supermarkets

Performance of supermarkets can be measured by firms' growth in terms of sales, number of branches, and number of employee, employee satisfaction and customer satisfaction.

4.4.1 Firms' Growth

Firstly, supermarket's performance is measured with firms' growth based on three indicators: sale growth, branches growth, employee growth during the period of 2012 to 2017. Sale growth is one of the indicators of the firm growth in measuring supermarket's performance. Increasing number of branch is also related to sale growth of the supermarkets. Similarly, the more increase of new branches, the more increase

the numbers of employees. To measure the supermarket's performance, firms' growth rates are approximately calculated based on sale growth, branches growth, employee growth in five financial years from 2012-13 to 2016-17.

During the period of 2012 to 2017, the sale growth of Marketplace, Ocean, City Mart, Capital, Ruby Mart, Gandamar Wholesale and Ga Mone Pwint supermarkets have increased while that of Orange, Super One, Fuji, and Asia Light has shown decreases. Day to Day supermarket has shown no changes in sale value.

Concerning with branch growth, the number of branches of Marketplace, Ocean, City Mart, Capital, Ga Mone Pwint, Ruby Mart, Gandamar Wholesale have increased while there are no changes in branches of remaining supermarkets. Among the supermarkets with increasing branches, City Mart supermarket is the fastest growth since its branches increased from 5 branches in 2012 to 22 branches in 2017.

Table (4.9) Firm's Growth of the Supermarkets (2012-2017)

Sr. No.	Supermarkets	Average Sale Growth (%)	Average Branch Growth (%)	Average Employee Growth (%)	Average Firm Growth (%)
1	City Mart	15.00	18.80	14.00	15.93
2	Ocean	47.60	20.24	11.80	26.55
3	Marketplace	30.00	36.60	48.40	38.33
4	Capital	19.20	11.60	23.20	18.00
5	Sein Gay Har	2.60	0.00	(0.80)	0.60
6	Ga Mone Pwint	12.00	9.00	0.60	7.20
7	Orange	(1.00)	3.40	2.80	1.73
8	Star Mart	5.00	10.00	5.20	6.73
9	Super One	(6.00)	6.00	9.20	3.07
10	Fuji	(2.00)	20.00	2.20	6.73
11	Asia Light	(16.00)	0.00	(5.60)	(7.20)
12	Gandamar Wholesale	16.20	20.00	28.00	21.40
13	Ruby Mart	18.00	30.00	7.20	18.40
14	Myanmar Big Shop	4.00	0.00	8.80	4.27
15	Days to Days	0.00	0.00	0.80	0.27

Source: Survey data (2017),

Notes: "( )" represents "-" sign

Regarding employee growth, Marketplace and Ocean, City Mart, Capital, Gandamar Wholesale supermarkets have shown increasing employees while the number of employees in Sein Gay Har and Asia Light supermarkets has decreased during the study period from 2012 to 2017.

4.4.2 Employees Satisfaction

Employees satisfaction is one of the key measures to increase supermarket's performance. Using structured questionnaires, total of 481 employees from selected supermarket were questioned. Data are collected from 282 employees from 22 supermarkets which apply cost leadership strategy, 124 employees from 11 supermarkets which use differentiation strategy, 75 employees from 6 supermarkets which practice focus strategy. The employee satisfaction of supermarkets is measured with sixteen criteria which are designed with 5-point Likert scale ranged from 5 for strongly agree to 1 for strongly disagree. Among 481 respondents, 476 employees are actually responses the questionnaires. The results on employee satisfaction by each supermarket and strategic group are presented in Table (4.10).

The criteria of employees satisfaction include the empowerment given to employees by supervisors, encouragement of supervisors towards followers to participate with peers, creating motivation and supportive work, good relationship with supervisors and co-workers, coaching employees to promote their ability and skill, conducting training regularly, recognition or praise on employees' performance, providing salaries and incentives programs to meet with their need, disseminating sufficient information, offering actionable suggestions and supporting programs for work-life balance.

As shown in Table (4.10), since all mean values are greater than 3.5, it can be said that the surveyed employees are satisfied with practices of supermarkets in implementing their choosing strategies. Asia Light which practices cost-leadership strategy and Marketplace which practice focus strategy earns the highest scores in employee satisfaction while City Mart shows the highest employee satisfaction among the supermarkets adopted differentiation strategy in Yangon. Among the supermarkets which applied cost leadership strategy, Day to Day supermarket earns the lowest employees' satisfaction.

Table (4.10) Employees' Satisfaction of Supermarkets by Strategic Group

Sr. No.	Items	Cost Leadership												Differentiation					Focus			
		Oc	DD	GMP	Or	SGH	SO	AL	GWS	RM	FJ	Mean	SD	CM	Ca	SM	Mean	SD	MBS	MP	Mean	SD
1	Giving empowerment to employee.	3.91	1.25	4.10	2.13	3.29	3.82	4.30	1.89	2.33	1.00	2.80	1.17	3.64	3.67	3.11	3.48	0.26	4.18	3.84	4.01	0.17
2	Encouraging employee to participate with peers.	3.79	2.5	4.18	3.13	3.85	4.45	4.40	4.00	4.67	3.00	3.80	0.67	3.99	3.91	3.78	3.89	0.09	4.45	4.11	4.28	0.17
3	Creating a motivating and supportive work.	3.66	2.75	4.04	3.07	3.75	3.36	4.40	3.78	4.67	2.33	3.58	0.69	3.62	3.72	3.78	3.71	0.07	4.18	3.84	4.01	0.17
4	Recognizing and valuing employee's idea, suggestion and opinion.	3.68	2.25	3.88	2.87	3.67	3.36	4.30	2.67	2.67	1.67	3.10	0.77	3.72	3.51	3.33	3.52	0.16	3.64	4.00	3.82	0.18
5	Good relationship with supervisors and co-workers.	3.91	1.75	4.06	3.80	3.79	4.18	4.20	4.22	4.33	3.00	3.73	0.75	4.23	4.05	3.89	4.06	0.14	4.18	4.29	4.24	0.05
6	Motivating with appreciation of supervisor.	3.77	3.25	4.08	3.27	3.82	4.36	4.40	4.22	4.33	3.00	3.85	0.49	3.95	3.72	3.44	3.71	0.21	3.91	4.24	4.08	0.17
7	A feeling of pride concerning his/ her work.	4.11	3.25	3.82	3.67	4.01	4.09	3.70	4.56	5.00	2.67	3.89	0.61	4.22	3.93	3.56	3.90	0.27	4.45	4.38	4.42	0.04
8	Utilizing her/his skills, abilities and experience.	3.87	2.50	4.16	3.40	3.72	4.82	4.20	4.44	4.67	2.33	3.81	0.81	4.30	4.12	4.33	4.25	0.10	4.27	4.16	4.21	0.06
9	Providing training regularly.	3.83	1.50	4.06	2.27	3.82	3.27	4.20	2.44	3.00	1.33	2.97	0.99	3.94	3.37	2.56	3.29	0.57	3.00	3.93	3.47	0.47

Sr. No.	Items	Cost Leadership												Differentiation					Focus			
		Oc	DD	GMP	Or	SGH	SO	AL	GWS	RM	FJ	Mean	SD	CM	Ca	SM	Mean	SD	MBS	MP	Mean	SD
10	Providing opportunities for improving skills and knowledge	3.87	2.5	4.16	3.00	4.00	3.91	3.90	4.22	4.33	2.00	3.59	0.76	3.89	3.79	4.00	3.89	0.09	4.00	4.04	4.02	0.02
11	Recognition or praise on good performace.	3.81	2.75	3.78	2.80	3.67	3.91	3.70	3.78	4.33	2.33	3.49	0.60	3.72	3.67	3.00	3.46	0.33	3.36	3.98	3.67	0.31
12	Salaries and incentives programs meet with employee's expectation.	3.60	2.25	3.74	2.07	3.46	3.82	3.80	2.67	3.33	2.00	3.07	0.71	3.51	3.40	1.89	2.93	0.74	3.45	3.69	3.57	0.12
13	Promotion programs	3.64	1.50	3.88	1.67	3.35	3.45	3.80	2.33	2.33	2.00	2.80	0.87	3.36	3.26	3.44	3.35	0.08	3.45	3.60	3.53	0.07
14	Providing sufficient information.	3.94	3.25	4.04	3.67	3.88	3.91	4.30	4.11	4.33	4.00	3.94	0.30	4.06	4.21	3.00	3.76	0.54	3.64	4.13	3.88	0.25
15	Offering actionable suggestions	3.89	3.00	4.20	3.67	4.04	3.73	4.60	4.22	4.67	4.00	4.00	0.46	4.09	4.21	3.33	3.88	0.39	3.45	4.20	3.83	0.37
16	Supporting programmes for work-life balance	3.77	1.50	3.2	2.20	3.43	3.82	3.50	3.00	3.33	2.00	2.97	0.76	3.50	3.58	3.67	3.58	0.10	3.64	3.76	3.70	0.06
Overall employee satisfaction		3.82	2.36	3.96	2.92	3.72	3.89	4.11	3.53	3.90	2.42	3.46	0.85	3.86	3.76	3.38	3.67	0.46	3.83	4.01	3.92	0.35

Source: survey data (2017)

Notes: Oc =Ocean, DD=Day to Day, GMP= Ga Mone Pwint, Or=Orange, SGH= Sein Gay Har, SO= Super One, AL=Asia Light, GWS= Gandamar Wholesale, RM=Ruby Mart, FJ=Fuji, CM =City Mart, Ca= Capital, SM=Star Mart, MBS=Myanmar Big Shop, MP=Marketplace

Supermarkets which adopt cost leadership strategies earned low satisfaction of employees due to the factors mainly insufficient employee empowerment, below to meet the employee's expectation in salaries, incentives and promotion programs, unable to provide work-life balance, and inadequate training to improve the skill and ability of employees.

Supermarkets which practices differentiation and focus strategies earned employee satisfaction because those supermarkets conduct regular training for employees to properly perform their responsibilities and giving empowerment, building good relationship at the workplace, providing opportunities to improve and utilize skills, ability, and experience of employees, and feeling of pride for their works.

4.4.3 Customer Satisfaction

Customer satisfaction is the most important measures to improve the firm's performance in long-term perspectives. Using structured questionnaires, the data are collected from total of (512) customers in selected 39 supermarkets by choosing every fifth customer in accordance with systematic random sampling method. The allocation respondents are 288 customers from the supermarkets which applied the cost leadership strategy, 145 customers from the supermarkets which practiced the differentiation strategy, and 80 customers from the supermarkets which followed the focus strategy.

The questionnaire is designed with twelve dimensions of customer satisfaction including meeting customer expectations, attracting customers to increase the frequency of visits, offering wide selection of brands and variety of products and services and high quality merchandises, having skilled and experienced staff to assist and solve customer's problems promptly, providing superior services, fast service delivery, arranging store design and layout with customer orientation, providing loyalty programs, designing the layout and display to reduce customer search time for required items, creating customer preference for repeat purchases, and enhancing positive image of customers. The degree of customer satisfaction is measured with 5-point Likert scale ranged from 5 for strongly agree to 1 for strongly disagree.

Among 512 respondents, 480 customers complete the questionnaire and are used in the analysis on customer satisfaction. The analysis on the customer satisfaction by each supermarket and strategic group are presented in Table (4.11).

As shown in the Table, almost all mean values are greater than 3.5. It can be safe to conclude that the most of surveyed customers are satisfied with practices of supermarkets in implementing their choosing strategies. Ocean which practices cost leadership strategy, City Mart which adopts differentiation strategy, and Market Place which applies focus strategy earn the highest customer satisfaction in their respective strategic groups. Apparently, all supermarkets which earn the most satisfaction of customers are under the management of City Mart Holding Group. This fact implied that, customer satisfaction is rather concerned with the management and operation practices than the strategic choice of the supermarkets.

Day to Day, Orange, Super One, Asia Light, Ruby Mart, Myanmar Big Shop Supermarket cannot provide wide selection of different brands, variety of products and services, high quality merchandise, fresh vegetables and fruits for customers and not enough skillful staff to assist and solve customers' problems rapidly. Therefore, customers are less satisfaction in shopping at these supermarkets in comparison to other supermarkets.

Supermarkets that adopt differentiation and focus strategies can meet the need and expectation of customers through skillful and experienced staff to assist and solve customers' problems that creates preferences of customers to shop at these supermarkets.

City Mart, Ocean, Marketplace, Ga Mone Pwint and Sein Gay Har supermarkets earn high customer satisfaction because customers prefer to buy products at the supermarkets which offer superior customer value. Customers are mainly satisfied with offering high quality and a variety of goods and services and creating programmes to attract customers for more frequent visits. Moreover, these supermarkets can offer customers to feel unique experience of buying in pleasure environment that create customer satisfaction and lead to frequent visit of customers, and thereby, contribute to enhance the firm’s performance.

Table (4.11) Customers' Satisfaction of Supermarkets by Strategic Group

Sr. No.	Items	Cost Leadership												Differentiation					Focus			
		Oc	DD	GMP	Or	SGH	SO	AL	GWS	RM	FJ	Mean	SD	CM	Ca	SM	Mean	SD	MBS	MP	Mean	SD
1.	Meeting customer expectations	3.96	3.00	3.97	3.20	3.61	3.46	3.34	3.33	3.33	2.83	3.40	0.35	3.79	3.50	3.08	3.45	0.29	3.4	3.89	3.68	0.21
2.	Attracting customers to increase the frequency of visits.	4.29	3.17	3.97	3.42	4.14	3.43	3.37	3.50	3.00	2.83	3.51	0.46	3.92	3.47	3.62	3.67	0.19	3.3	4.18	3.75	0.43
3.	Offering wide selection of brands, & variety of products & services.	4.33	2.83	4.16	3.40	4.52	3.84	3.47	4.00	3.33	3.50	3.74	0.50	4.19	3.73	3.38	3.77	0.33	3.3	4.34	3.83	0.51
4.	Offering high quality merchandises.	4.33	3.67	4.13	3.54	4.05	3.65	3.34	3.17	3.33	3.17	3.64	0.39	4.18	3.83	3.38	3.80	0.33	3.1	4.42	3.79	0.63
5.	Having skilled and experienced staff to assist and solve customer's problems promptly.	3.83	2.67	3.35	2.86	3.27	3.16	3.08	3.00	3.50	3.00	3.17	0.32	4.01	3.10	3.46	3.52	0.37	3.1	4.18	3.67	0.51
6.	Providing superior services.	4.08	2.83	3.52	2.90	3.91	2.68	2.87	3.00	2.83	3.00	3.16	0.47	3.73	3.30	3.23	3.42	0.22	2.5	4.47	3.53	0.95
7.	Fast service delivery.	3.67	2.50	3.29	3.10	3.77	2.78	2.71	2.83	3.00	2.33	3.00	0.45	3.52	3.10	3.08	3.23	0.20	2.7	4.34	3.54	0.80
8.	Arranging store design and layout with customer orientation.	4.04	3.83	3.68	3.36	3.30	3.68	3.47	3.67	3.17	2.83	3.50	0.33	4.18	3.80	3.46	3.81	0.29	3.5	4.63	4.11	0.53
9	Providing loyalty programs.	3.96	2.33	2.94	2.20	3.93	2.41	2.66	3.33	3.33	3.33	3.04	0.61	3.60	2.93	3.15	3.23	0.28	2.4	4.18	3.30	0.88
10	Designing the layout and display to reduce customer search time for required items.	4.13	3.50	3.71	3.32	3.48	3.46	3.50	3.50	3.00	2.83	3.44	0.34	4.11	3.90	3.38	3.80	0.30	3.5	4.37	3.97	0.39
11	Creating customer preference for repeat purchases.	4.13	2.83	3.77	2.88	3.98	2.41	2.71	3.33	2.50	2.67	3.12	0.60	3.82	3.30	3.08	3.40	0.31	2.7	4.03	3.38	0.64
12	Enhancing positive image of customers	4.08	2.83	3.77	3.18	4.00	3.08	3.34	3.67	2.50	2.67	3.31	0.53	3.96	3.43	3.46	3.62	0.24	2.6	4.45	3.54	0.91
Overall Customer satisfaction		**4.07**	3.00	3.69	3.11	3.83	3.17	3.16	3.36	3.07	2.92	3.34	0.51	**3.92**	3.45	3.31	3.56	0.36	3.0	**4.29**	3.67	0.71

Source: Survey data (2017)

Notes: Oc =Ocean, DD=Day to Day, GMP= Ga Mone Pwint, Or=Orange, SGH= Sein Gay Har, SO= Super One, AL=Asia Light, GWS= Gandamar Wholesale, RM=Ruby Mart,FJ=Fuji, CM =City Mart, Ca= Capital , SM=Star Mart, MBS=Myanmar Big Shop, MP=Marketplace

CHAPTER V

ANALYSIS ON THE EFFECT OF COMPETITIVE STRATEGIES ON PERFORMANCE OF SUPERMARKETS

This chapter presents the analysis on the effect of competitive strategies on performance of supermarkets and mediating effect of firms' operational characteristics between competitive strategies and performance of supermarkets. The statistical tools are used in this study which includes correlation analysis, multiple linear regression analysis and path analysis.

5.1 Effect of Competitive Strategies on Performance of Supermarkets

To find out the effect of competitive strategies on firm's performance, firstly correlation analysis was carried out to determine the relationships, direction and strengths between competitive strategies, firms' operational characteristics, and supermarkets' performance. Table (5.1) presents the correlation matrix between competitive strategies and supermarkets' performance.

As shown in Table (5.1), except from correlation coefficient of cost leadership strategy and location, focus strategy and location, managerial skill & experience and location, firms' growth and location, employees' satisfaction and location, other correlation coefficients are significant. Cost leadership strategy has a negative correlation with supermarkets' performance at 1 percent level, while differentiation strategy and focus strategy have a positive correlation with supermarkets' performance at 1 percent level.

Table (5.1) Correlation Matrix between Competitive Strategies and Performance of Supermarkets

Variable	Location	Capital	Managerial skill & experience	Network & Supply Chain	Firms' Growth	Employees' Satisfaction	Customers' Satisfaction
Cost Leadership Strategy	-0.111 (0.441)	-0.398** (0.004)	-0.422** (0.002)	-0.458** (0.001)	-0.513** (0.000)	-0.198** (0.000)	-0.391** (0.000)
Differentiation Strategy	0.330* (0.019)	0.680** (0.000)	0.389** (0.005)	0.647** (0.000)	0.642** (0.000)	0.151** (0.001)	0.606** (0.000)
Focus Strategy	0.148 (0.304)	0.475** (0.000)	0.420** (0.002)	0.499** (0.000)	0.730** (0.000)	0.160** (0.000)	0.517** (0.000)
Location	1	0.637** (0.000)	0.131 (0.364)	0.468** (0.001)	0.275 (0.053)	-0.021 (0.654)	0.322** (0.000)
Capital	0.637** (0.000)	1	0.533** (0.000)	0.856** (0.000)	0.636** (0.000)	0.177** (0.000)	0.687** (0.000)
Managerial skill & experience	0.131 (0.364)	0.533** (0.000)	1	0.636** (0.000)	0.373** (0.008)	0.175** (0.000)	0.313** (0.000)
Network & Supply Chain	0.468** (0.001)	0.856** (0.000)	0.636** (0.000)	1	0.632** (0.000)	0.215** (0.000)	0.697** (0.000)

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

*. Correlation is significant at the 0.05 level (2-tailed).

5.1.1 Effect of Competitive Strategies on Firms' Growth

To determine whether competitive strategies influence on the firms' growth (sale growth, branch growth and employee growth), multiple linear regression analysis was used**.** R Square, F Value, Unstandardized Beta Coefficients, t-Values and the significance value were measured and presented in the Tables briefly. The effect of competitive strategies on the firms' growth (sale growth, branch growth and employee growth) is presented in Tables.

In Table (5.2), the value of F test, overall significance of the model, is a significant at 1percent level. The specified models explain that the variation of sale growth is predicted by three independent variables as the value of R^2 is 48 percent. The multicollinearity statistics by using variance inflation factors (VIF) are also

checked, indicating that are no variables exceeding "rule of thumb" of 10 for VIF. This result has proved that cost leadership, differentiation and focus strategies have a significantly positive effect on sale growth. The results suggest that taking all other independent variables constant, a unit increase in cost leadership strategy will lead to a 0.065 unit increases in sale growth; a unit increase in differentiation strategy will lead to a 0.075 unit increases in sale growth; a unit increase in focus strategy will lead to a 0.106 unit increases in sale growth.

Table (5.2) Effect of Competitive Strategies on Sale Growth

Dependent Variable: Sale Growth	**Unstandardized Coefficients**		**t**	**Sig**	**VIF**
	B	**Std. Error**			
(Constant)	-0.697**	0.182	-3.840	.000	
Cost Leadership Strategy	0.065*	0.028	2.324	.025	2.006
Differentiation Strategy	0.075**	0.027	2.746	.009	2.099
Focus Strategy	0.106**	0.032	3.307	.002	2.457
R^2	0.483				
R^2 (Adj.)	0.450				
F-test	14.352**				

Source: SPSS Outputs (Appendix G)
Statistical significance indicate** at 1% level* at 5% level

In Table (5.3), the competitive strategies affecting branch growth of supermarkets is identified by using multiple linear regression method. As shown in Table (5.3), the value of F test, overall significance of the model, is insignificant. The power of the models to explain the variation of branch growth is estimated by three independent variables as the value of R^2 is 41 percent. Moreover, the multicollinearity statistics by using variance inflation factors (VIF) are also checked, indicating that are no variables exceeding "rule of thumb" of 10 for VIF. The result showed that none of the strategies are insignificant, indicating no effect of competitive strategy on branch growth of supermarkets in Yangon.

Table (5.3) Effect of Competitive Strategies on Branch Growth

Dependent Variable: Branch Growth	Unstandardized Coefficients		t	Sig	VIF
	B	Std. Error			
(Constant)	-0.007	0.131	-0.054	.957	
Cost Leadership Strategy	-0.024	0.020	-1.169	.248	2.006
Differentiation Strategy	0.027	0.020	1.360	.180	2.099
Focus Strategy	0.040	0.023	1.722	.092	2.457
R^2	0.406				
R^2 (Adj.)	0.367				
F-test	10.484**				

Source: SPSS Outputs (Appendix G)
Statistical significance indicate** at 1% level* at 5% level

In Table (5.4), the competitive strategies affecting employee growth of supermarkets is analyzed with multiple linear regression method. In this Table, the value of F test, overall significance of the model, is highly significant at 1 percent level. The specified models explain the variation of employee growth is predicted by three independent variables as the value of R^2 is nearly 64 percent. The multicollinearity statistics by using variance inflation factors (VIF) are also checked, indicating that are no variables exceeding "rule of thumb" of 10 for VIF.

Table (5.4) Effect of Competitive Strategies on Employee Growth

Dependent Variable: Employee Growth	Unstandardized Coefficients		t	Sig	VIF
	B	Std. Error			
(Constant)	-0.100	0.130	-0.769	.446	
Cost Leadership Strategy	-0.031	0.020	-1.528	.133	2.006
Differentiation Strategy	0.000024	0.019	0.001	.999	2.099
Focus Strategy	0.107**	0.023	4.691	.000	2.457
R^2	0.636				
R^2 (Adj.)	0.613				
F-test	26.842**				

Source: SPSS Outputs (Appendix G)
Statistical significance indicate** at 1% level* at 5% level

Among the three strategies, only focus strategy has a significant positive effect on employee growth. The results implied that holding all other independent variables constant, a unit increase in focus strategy will lead to a 0.107 unit increases in employee growth. On the other hand, cost leadership and differentiation strategies are insignificant, meaning that they have no effect on employee growth of supermarkets in Yangon.

Table (5.5) Effect of Competitive Strategies on Firms' Growth

Dependent Variable: Firm Growth	**Unstandardized Coefficients**		**t**	**Sig**	**VIF**
	B	**Std. Error**			
(Constant)	-0.278*	0.125	-2.218	.032	
Cost Leadership Strategy	0.006	0.019	0.291	.772	2.006
Differentiation Strategy	0.036	0.019	1.909	.063	2.099
Focus Strategy	0.083**	0.022	3.755	.000	2.457
R^2	0.568				
R^2 (Adj.)	0.540				
F-test	20.173**				

Source: SPSS Outputs (Appendix G)
Statistical significance indicate** at 1% level* at 5% level

The competitive strategies affecting overall firm growth of supermarkets is identified by using multiple linear regression method. As shown in Table (5.5), the value of F test, overall significance of the model, is highly significant at 1percent level. The power of the models to explain the variation of firms' growth is predicted by three independent variables as the value of R^2 is nearly 57 percent. The multicollinearity statistics by using variance inflation factors (VIF) are also checked, indicating that are no variables exceeding “rule of thumb” of 10 for VIF. Among the three competitive strategies, only focus strategy has a significant positive effect on firms' growth. The results indicate that taking all other independent variables equal, a unit increase in focus strategy will lead to a 0.083 unit increases in on firms' growth. Cost leadership and differentiation strategies are insignificant, highlighting both strategies have no effect on overall firms' growth.

5.1.2 Effect of Competitive Strategies on Employees' Satisfaction

To find out whether competitive strategies influenced on employees' satisfaction, multiple linear regression analysis was used**.** In Table (5.6) presents the effect of competitive strategies on employees' satisfaction. As shown in the Table, the value of F test, overall significance of the model, is significant at 1 percent level. The specified models explain the variation of employees' satisfaction is predicted by three independent variables as the value of R^2 is nearly 5 percent. The multicollinearity statistics by using variance inflation factors (VIF) are also checked, indicating that are no variables exceeding "rule of thumb" of 10 for VIF.

Among the three strategies, only cost leadership strategy has a significant negative effect on employees' satisfaction. The result reveals that taking all other independent variables constant, a unit increase in cost leadership strategy will lead to a 0.088 unit decreases in employees' satisfaction. On the other hand, differentiation and focus strategies are insignificant, meaning that they have no effect on employees' satisfaction.

Table (5.6) Effect of Competitive Strategies on Employees' Satisfaction

Dependent Variable: Employees' Satisfaction	**Unstandardized Coefficients**		**t**	**Sig**	**VIF**
	B	**Std. Error**			
(Constant)	3.967**	0.265	14.955	.000	
Cost Leadership Strategy	-0.088*	0.037	-2.348	.019	2.296
Differentiation Strategy	0.023	0.039	0.591	.555	1.902
Focus Strategy	0.012	0.042	0.297	.767	2.385
R^2	0.041				
R^2 (Adj.)	0.035				
F-test	6.671**				

Source: SPSS Outputs (Appendix G)
Statistical significance indicate** at 1% level* at 5% level

5.1.3 Effect of Competitive Strategies on Customers' Satisfaction

To determine whether competitive strategies influenced on customers' satisfaction, multiple linear regression analysis was used**.** Table (5.7) presents the effect of competitive strategies on customers' satisfaction.

Table (5.7) Effect of Competitive Strategies on Customers' Satisfaction

Dependent Variable: Customers' Satisfaction	**Unstandardized Coefficients**		**t**	**Sig**	**VIF**
	B	**Std. Error**			
(Constant)	1.675**	0.225	7.454	.000	
Cost Leadership Strategy	0.109**	0.035	3.122	.002	2.496
Differentiation Strategy	0.303**	0.030	10.086	.000	2.242
Focus Strategy	0.170**	0.036	4.701	.000	2.606
R^2	0.396				
R^2 (Adj.)	0.392				
F-test	104.488**				

Source: SPSS Outputs (Appendix G)
Statistical significance indicate** at 1% level* at 5% level

As shown in Table (5.7), the value of F test, overall significance of the model, is a significant at 1percent level. The power of the models to explain the variation of customer satisfaction is predicted by three independent variables as the value of R^2 is about 40 percent. The multicollinearity statistics by using variance inflation factors (VIF) are also checked, indicating that are no variables exceeding “rule of thumb” of 10 for VIF.

The results show that all strategies have significant positive effect on customer satisfaction. By holding all other independent variables equal, a unit increase in cost leadership strategy, differentiation strategy, and focus strategy will lead to a 0.109 unit, 0.303 unit, and 0.17 unit increase in customers' satisfaction, respectively.

5.2 Mediating Effect of Operational Characteristics between Competitive Strategies and Performance of Supermarkets

Firm's operational characteristics include location, capital, managerial skill and experience, network and supply chain. For this study, path analysis is used to find out mediating effect of operational characteristics between competitive strategies and performance of supermarkets.

5.2.1 Mediating Effect of Operational Characteristics on Firms' Growth

To determine whether mediating effect of operational characteristics on firms' growth, path analysis is conducted with simple linear regression analysis**.** The regression results on the effects of competitive strategy on firms' growth are shown in Table (5.8).

Cost Leadership Strategy on Firms' Growth

Cost leadership strategy shows a negatively significant effect on firms' growth at 1 percent level. In Table (5.8), the power of the models to explain the variation of firms' growth is predicted by cost leadership strategy as the value of R^2 is nearly 30 percent. The negative sign reveals that a unit increase in cost leadership strategy will lead to a 0.513 unit decreases in effect on firms' growth while all other independent variables are fixed. Thus, the result of the study indicated that cost leadership strategy has negatively significant effect on firms' growth.

Cost Leadership Strategy on Firm's Operational Characteristics

Cost leadership strategy has a significant negative effect on capital, managerial skill and experience, network and supply chain at 1 percent level, although it is not significant in location. The variation of capital, managerial skill and experience, and network and supply chain are predicted by cost leadership strategy as the value of R^2 is 16 percent, 18 percent, and 21 percent, respectively. This result shows that a unit increase in cost leadership strategy will lead to 0.398 unit decreases in capital, 0.422 unit decreases in managerial skill and experience, and 0.458 unit decreases in network and supply chain, respectively while all other independent variables are constant.

Table (5.8) Path Coefficients of Firms' Growth of Each Competitive Strategy

	Cost leadership		Differentiation		Focus		R^2
	Coefficient	t-value	Coefficient	t-value	Coefficient	t-value	
Cost leadership on Firms' Growth	-0.513**	-4.145					0.264
Cost leadership on Location	-0.111	-0.777					0.012
Cost leadership on Capital	-0.398**	-3.005					0.158
Cost leadership on Managerial Skill and Experience	-0.422**	-3.221					0.178
Cost leadership on Network and Supply Chain	-0.458**	-3.571					0.210
Differentiation on Firms' Growth			0.642**	5.808			0.413
Differentiation on Location			0.330*	2.420			0.109
Differentiation on Capital			0.680**	6.421			0.462
Differentiation on Managerial Skill and Experience			0.389**	2.927			0.151
Differentiation on Network and Supply Chain			0.647**	5.871			0.418
Focus on Firms' Growth					0.730**	7.410	0.534
Focus on Location					0.148	1.039	0.022
Focus on Capital					0.475**	3.735	0.225
Focus on Managerial Skill and Experience					0.420**	3.208	0.177
Focus on Network and Supply Chain					0.499**	3.986	0.249
Location on Firms' Growth	0.275	1.984	0.275	1.984	0.275	1.984	0.076
Capital on Firms' Growth	0.636**	5.712	0.636**	5.712	0.636**	5.712	0.405
Managerial Skill and Experience on Firms' Growth	0.373**	2.787	0.373**	2.787	0.373**	2.787	0.139
Network and Supply Chain on Firms' Growth	0.632**	5.655	0.632**	5.655	0.632**	5.655	0.400

Source: Survey Data (2017), Notes: ** and *are statically significant at 1% and 5% levels respectively

The results clearly highlighted that cost leadership strategy has significant inverse effect on capital, managerial skill and experience, network and supply chain. Thus, if supermarkets practice cost leadership strategy, they need to focus on the issues including capital requirement, managerial skill and experience, networking and supply chain management as critical factors.

Differentiation Strategy on Firms' Growth

Differentiation strategy has a positively significant effect on firms' growth at 1 percent level. The variation of firms' growth is predicted by differentiation strategy as the value of R^2 is more than 40 percent. This result shows that a unit increase in differentiation strategy will lead to a 0.642 unit increases in firms' growth while all other independent variables are fixed. Therefore, it is clear that differentiation strategy has significant effect on firms' growth. Thus, the result of the study showed that if supermarkets used differentiation strategy, firms' growth will lead to increase.

Differentiation Strategy on Firm's Operational Characteristics

The coefficient of differentiation strategy shows a positively significant effect on location at 5 percent level and same effect on capital, managerial skill & experience and network & supply chain at 1 percent level. The variation of location, capital, managerial skill and experience, network and supply chain are predicted by differentiation strategy as the value of R^2 is 11 percent, 46 percent, 15 percent, and 42 percent, respectively. This result indicates that all other independent variables are equal, a unit increase in differentiation strategy will lead to 0.330 unit increases in location, 0.680 unit increases in capital, 0.389 unit increases in managerial skill and experience, 0.647 unit increases in network and supply chain. Therefore, it is clear that differentiation strategy has a positively significant effect on all operational characteristics. If supermarkets practice the differentiation strategy, the operation characteristics can be expected to improve.

Focus Strategy on Firms' Growth

Focus strategy shows a positively significant on firms' growth at 1 percent level. The variation of firms' growth is predicted by focus strategy as the value of R^2 is more than 50 percent. Taking all other independent variables equal, a unit increase in focus strategy will lead to a 0.730 unit increases in firms' growth. Therefore, focus strategy can be a strategic choice of supermarkets in order to enhance firms' growth.

Focus Strategy on Firm's Operational Characteristics

The coefficient of focus strategy shows a positively significant effect on capital, managerial skill and experience, network and supply chain at 1 percent level. However, it is not significant on location. The variation of capital, managerial skill and experience, and network and supply chain are predicted by focus strategy as the value of R^2 is 23 percent, 18 percent, and 25 percent, respectively. The finding points out that holding all other independent variables equal, a unit increase in focus strategy will lead to 0.475 unit increases in capital, 0.420 unit increases in managerial skill and experience, and 0.499 unit increases in network and supply chain management. The results approved that focus strategy has significant effect on capital, managerial skill and experience, network and supply chain. Thus, focus strategy can be a strategic choice of supermarkets in order to improve the capacity of firms' operation characteristics.

Firm's Operational Characteristics on Firms' Growth

The effect of firm's operational characteristics on firms' growth are also determined. Capital, managerial skill and experience and networking and supply chain management have a positively significant effect on firms' growth at 1 percent level while location is not significant on firms' growth. The variation of firms' growth is predicted by capital, managerial skill and experience, and networking and supply chain management as their value of R^2 show 41 percent, 14 percent, and 40 percent, respectively. This result demonstrates that taking all other independent variable constant, a unit increase in each of capital, managerial skill and experience, and network and supply chain will lead to increase in growth rate of firms by 0.636 unit, 0.373 unit, and 0.632 unit, respectively. Therefore, it is clear that improving capital, managerial skill & experience and networking & supply chain management are main determinants of accelerating the firms' growth.

To examine the mediating effects of operational characteristics on the linkage between competitive strategy and firms' performance, this study applied Path Analysis. In this analysis, total effect is calculated as the sum value of direct effect and indirect effect. Indirect effect is the outcome of multiplying the coefficient of each competitive strategy to operational characteristics with the coefficient of each operational characteristic to firm's performance. If total effect is greater than direct

effect, it can be concluded that operational characteristic has mediating effect between competitive strategy and firm's performance.

Table (5.9) shows the direct, indirect, and total effects of the competitive strategy on firms' growth. In this Table, indirect effect through operational characteristics is calculated by multiplying contributing path coefficients. For example, the indirect effect of differentiation strategy on firms' growth through location (0.091) is obtained by multiplying the coefficient of differentiation strategy on location (0.330) with the coefficient of location on firms' growth (0.275). The total effect (0.733) is the sum of the direct (0.642) and indirect effects (0.091).

Table (5.9) Mediating Effects of Operational Characteristics on Firms' Growth of Each Competitive Strategy

Competitive strategies	Direct	Location		Capital		Managerial Skill & Experience		Network & Supply Chain	
		Indirect	Total	Indirect	Total	Indirect	Total	Indirect	Total
Cost leadership	-0.513	-0.030	-0.544	-0.253	-0.766	-0.157	-0.670	-0.289	-0.802
Differentiation	0.642	0.091	0.733	0.432	1.074	0.145	0.787	0.409	1.051
Focus	0.730	0.040	0.771	0.302	1.032	0.157	0.887	0.315	1.045

Source: Survey Data (2017)

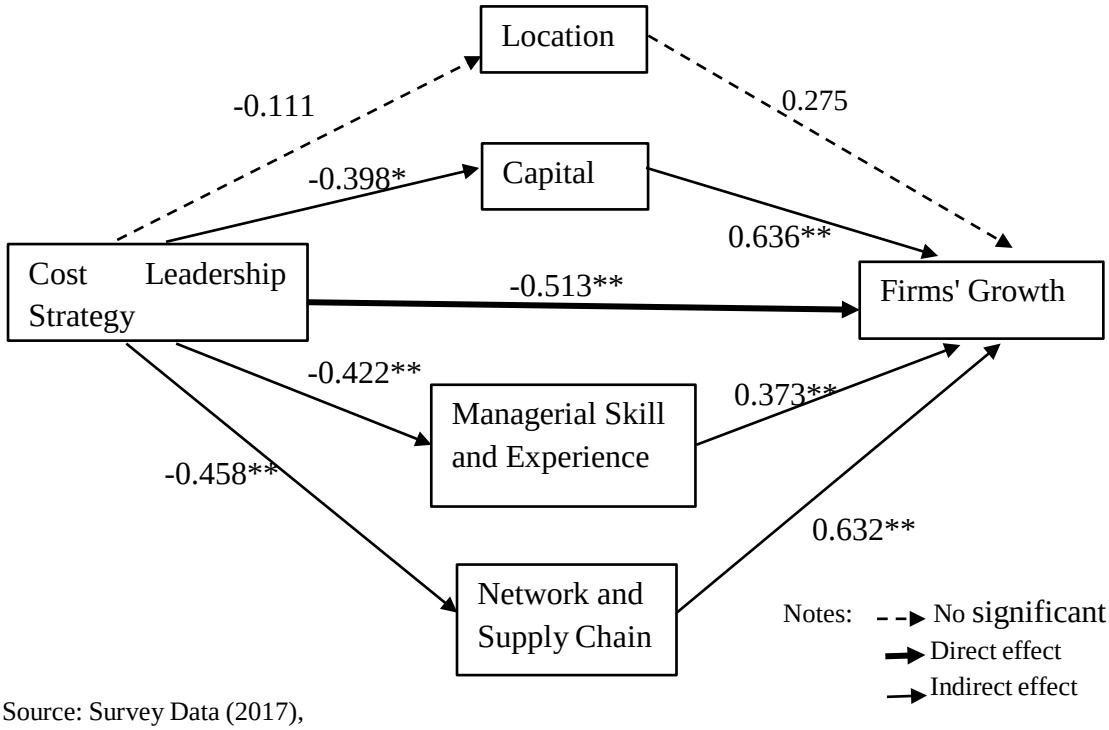
As shown in the Table (5.9), the total effects of cost leadership strategy on firms' growth through operational characteristics is less than the direct effect of cost leadership strategy on firms' growth. If firm practiced cost leadership strategy, location, does not have mediated effect on firms' growth. The total effects of differentiation and focus strategies on firms' growth through operational characteristics are greater than the direct effect of differentiation and focus strategies on firms' growth. Therefore, if firm practiced differentiation and focus strategies, capital, managerial skill and experience, network and supply chain have mediated effect on firms' growth.

The results of the path analysis for testing all variables are presented in Figure (5.1), (5.2), and (5.3). As shown in Figure (5.1), cost leadership strategy has a negative direct effect on firms' growth. As indirect effect, coefficient of cost leadership strategy is negatively significant with capital, managerial skill and experience, network and supply chain variable and then coefficients of location,

capital, managerial skill and experience, network and supply chain variable are positively significant with firms' growth. Thus, there is a partially mediating effect of operational characteristics except location between cost leadership strategy and firms' growth.

Cost leadership strategy has a negative direct effect on the firms' growth. Although supermarkets practice cost leadership strategy, these supermarkets are unable to offer a wide variety of products with fair prices to meet the needs and preferences of the customers. They are at weaknesses in store display/layout designs that cannot attract target customers. Moreover, these supermarkets cannot provide sufficient customer services mainly due to less employing staff for minimizing costs. Moreover, they cannot meet the demand of target customer who prefer to choose from a variety of products with low cost at the convenient place. All of these factors make supermarkets practicing cost leadership strategy are insufficient in capacity to meet the requirements for improving firms' performance.

Figure (5.1) Path Analysis for Firms' Growth of Supermarkets which Practiced Cost Leadership Strategy



Source: Survey Data (2017),

Notes: ** and *are statically significant at 1% and 5% levels respectively

Fuji, Super One, Orange supermarkets' sale growth are decreasing in the current year because they have raised a price slightly on certain products. Day to Day supermarket has reduced the quantity of unprofitable items that limit the capacity to fulfill customers' requirements. Sein Gay Har and Ruby Mart offer low cost products with fair price and a few branded items. Although Asia Light and Super One have many branches in Yangon in the past, they have a few branches now. The main cause of the reducing supermarkets' branches is the decreasing sale value. Ocean offers a wide variety of products with fair price because it possesses the capacity to keep over 40000 different items that lead to improve their competitiveness by fulfilling different customers' requirement.

For supermarket that applied cost leadership strategy, capital is a principal to strengthen their capacity. Due to insufficient capital, working capital requirements hamper the supermarket's operation. As a result, supermarkets' sale growth as well as firm growth have been declined. Although large investment is critical for the frim practicing cost leadership strategy, limited financial sources is major deterrent for the growth of the supermarkets. Thus, it can be said that capital of the supermarkets has a partially mediating negative effect on the linkage between cost-leadership strategy and firms' growth.

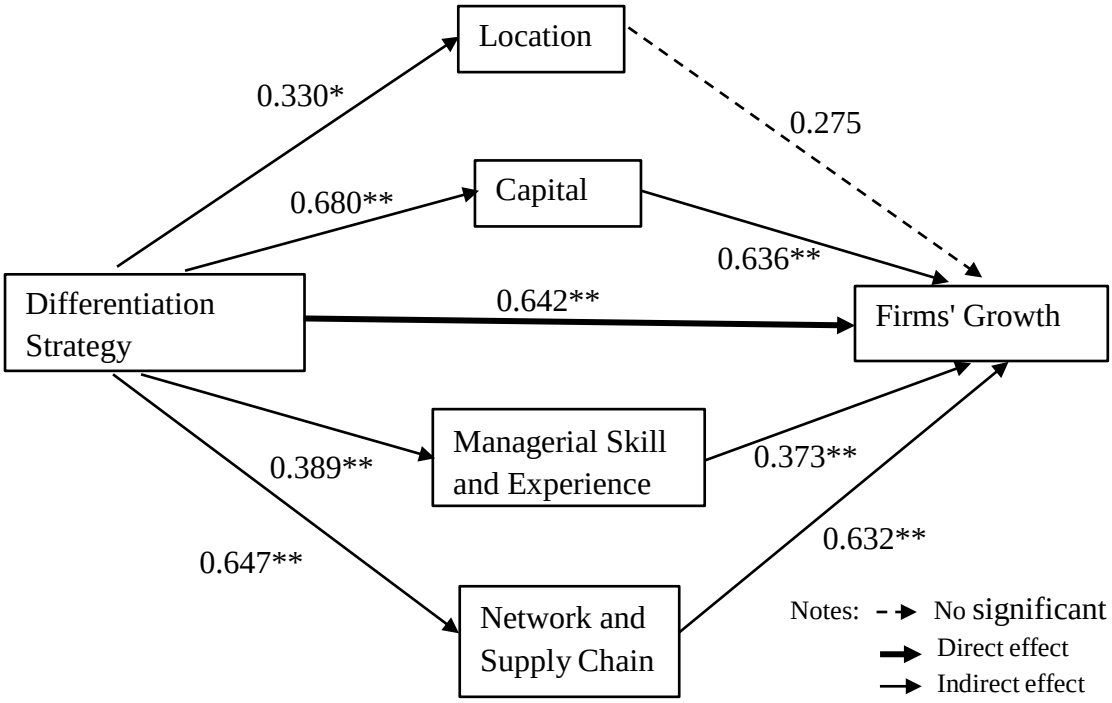
Skill and experience of managerial person is also important for successfully executing pursued strategy. Limited capacity in employing the staff with required skill and expertise also preventing factors in achieving firm's growth and high performance. If managerial staff are lack of capacity in operating supermarket very well, the firms' growth cannot be achieved. Super One, Fuji, Asia light, and Day to Day supermarkets need to upgrade the skill of managerial person, and to motivate managers with attractive rewards and incentive scheme in order to improve the performance of managerial person and thereby, growth of the supermarket. It highlights that skill and experience of managerial person has a partially mediating negative effect on the linkage between cost-leadership strategy and firms' growth.

Since cost leadership strategy has negative effect on network and supply chain, they need to build a network with suppliers to ensure for providing a variety of products. Supermarkets practicing cost leadership strategy mostly offer limited variety of low cost products. As a result, even they can earn some profit margins, that cannot support growth of the firm. These findings proved that network and xupply chain of

supermarkets also has a partially mediating negative effect on the linkage between cost-leadership strategy and firms' growth. It highlights that they still need to build network with key suppliers to ensure for supplying a variety of affordable quality products with reasonable price in their target market.

The results of the path analysis for the growth of supermarkets which practiced differentiation strategy is presented in Figure (5.2). Differentiation strategy has a positive direct effect on firms' growth. As indirect effect, differentiation strategy has positive significant effect on all operational characteristics, and in turn, the coefficients of these operational characteristics except location have also positive significant effect on firms' growth. Thus, there is a partially mediating effect of firm's operational characteristic except location between differentiation strategy and firms' growth while location has no mediating effect on this linkage.

Figure (5.2) Path Analysis for Firms' Growth of Supermarkets which Practiced Differentiation Strategy



Source: Survey Data (2017),

Notes: ** and *are statically significant at 1% and 5% levels respectively

Differentiation strategy has a positive direct effect on firms' growth. Supermarkets that practices differentiation strategy offer a variety of quality products to attract a large number of customers, thereby enhancing sale revenue. For example,

City Mart which practices the differentiation strategy offers quality grocery products, fresh food items and keeps over 20000 different items of stock. Moreover, City Mart operates many branches in various locations especially in city center and near residential area that can attract customers to visit and shop there in lieu of traditional market (wet market). In addition, they also attract customers with monthly sale promotions at reasonable price to customers. Thus, City Mart achieves growth in sale revenue. Star Mart I and II that adopted differentiation strategy also offer not only a variety of products but also locate in place which make easy access for customers. Thus, the growth business is realized through increasing sales with growing number of branches and increasing number of staff employed accordingly.

In fact, these supermarkets are able to invest sufficient capital to hold a variety and quality products that are demanded by mid and high end customer. Thus, they gain increases in sale and expand their business which lead to growth in firm's performance. It proved that the amount of capital invested in supermarkets has a partially mediating effect on the growth of the firm.

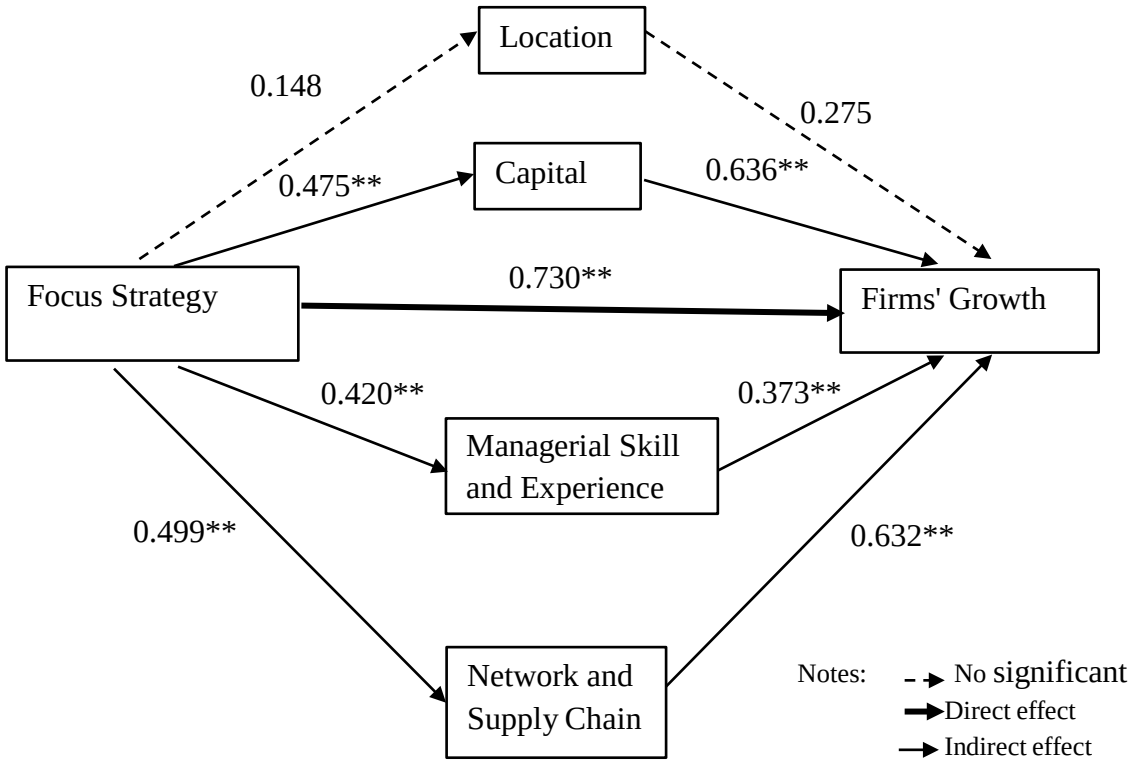
Improving operation of the supermarkets is also closely related with managers' skill and experience. Supermarkets in this strategic group can recruit professional managers so as to operate their business efficiently that lead to firm's growth. For example, City Mart is able to recruit and train their staff to be skillful and experience managerial person which is critical for achieving firm's growth. It can be a reason that skill and experiences of the staff have a partially mediating effect on the linkage between differentiation strategy and firms' growth.

These supermarkets have also built a network of suppliers and managed their supply chain to offer a variety of products with different quality in accordance with the requirements of mid and high end customers. By doing so, they improve their business performance through increasing sale and lucrative profits. These findings highlight the fact that building a network of suppliers and managing supply chain have a partially mediating effect on the linkage between cost-leadership strategy and firms' growth.

Figure (5.3) represents the result of the path analysis on growth of supermarkets which practiced focus strategy is presented in Figure (5.3). Focus strategy has a direct effect on firms' growth. As indirect effect, coefficient of focus

strategy is positively significant with capital, managerial skill and experience, network and supply chain variables whereas the coefficient of capital, managerial skill and experience, network and supply chain variables are positively significant with firm growth. The results prove that all operational characteristics except for location has mediating effect on firm's growth of supermarkets which practiced focus strategy. However, location variable has no mediating effect on the linkage between focus strategy and firms' growth.

Figure (5.3) Path Analysis for Firms' Growth of Supermarkets which Practiced Focus Strategy



Source: Survey Data (2017),
Notes: ** and *are statically significant at 1% and 5% levels respectively

Focus strategy has a positive direct effect on firms' growth. This means that supermarkets practice focus strategy which offer quality products items that are not easily available elsewhere. For example, Marketplace which practices the focus strategy can offer premium items that are rare in other supermarkets and keep more than 3000 different stock items to fulfill customer's requirement. Thus, Marketplace achieves increases in sales revenue and extend its market by opening new outlets in the area resided by its target customers. Another example, Myanmar Big Shop supermarket focuses on religious products for Buddhist customers. Philanthropic customers buy groceries products at this shop for their donation purposes. In addition,

Myanmar Big shop launches seasonal sale promotion such as Thadingyut and Dazaundaing. Thus, they realize the growth of their business.

As supermarkets used focus strategy, it is imperative to utilize modernized sophisticated systems such as elevators, escalators, and sensor doors which require high capital investment. They also need to recruit skilled employees and professional managers. In addition, they have to conduct regular training programs for their employees for providing better customers' services. These factors highlight the importance of large capital investment and capital has been partially mediating effect on the linkage between cost-leadership strategy and firms' growth.

Concerning managerial skill and experience, supermarkets need to provide high quality products and services to affluent customers who highlight the needs for managers and staffs to possess all three managerial skills: conceptual, human relations, and technical skills. The managers and staff with well-experience can provide personalized customer services which are imperative for improving firm's performance practicing focus strategy. That is a reason why skills and experience of managerial person also have partial mediating effect on firm's growth of supermarkets applying focus strategy.

In addition, establishing network with key suppliers is also critical to ensuring supply chain in order to fulfill the needs of the specific niche customers. The supermarkets these strategic groups have built the network with top suppliers who can provide special product items and features in accordance with the demand of niche market customers. It indicates the reason of partial mediating effect of network and supply chain on the linkage between focus strategy and firm's growth.

5.2.2 Mediating Effect of Operational Characteristics on Employees' Satisfaction

To determine whether mediating effect of operational characteristics on employees' satisfaction, path analysis is conducted with simple linear regression analysis**.** The regression results on the effects of competitive strategy on employee's satisfaction are shown in Table (5.10).

Table (5.10) Path Coefficients Employee's Satisfaction of Each Competitive Strategy

	Cost leadership		Differentiation		Focus		R^2
	Coefficient	t-value	Coefficient	t-value	Coefficient	t-value	
Cost leadership on Employee's Satisfaction	-0.198**	-4.407					0.039
Cost leadership on Location	0.136**	2.992					0.019
Cost leadership on Capital	-0.191**	-4.228					0.036
Cost leadership on Managerial Skill and Experience	-0.220**	-4.903					0.048
Cost leadership on Network and Supply Chain	-0.304**	-6.956					0.093
Differentiation on Employee's Satisfaction			0.151**	3.327			0.023
Differentiation on Location			0.088	1.931			0.008
Differentiation on Capital			0.490**	12.245			0.240
Differentiation on Managerial Skill and Experience			0.255**	5.736			0.065
Differentiation on Network and Supply Chain			0.571**	15.141			0.326
Focus on Employee's Satisfaction					0.160**	3.527	0.026
Focus on Location					-0.021	-.454	0.000
Focus on Capital					0.381**	8.982	0.145
Focus on Managerial Skill and Experience					0.339**	7.846	0.115
Focus on Network and Supply Chain					0.496**	12.423	0.246
Location on Employee's Satisfaction	-0.021	-0.449	-0.021	-0.449	-0.021	-0.449	0.000
Capital on Employee's Satisfaction	0.177**	3.910	0.177**	3.910	0.177**	3.910	0.031
Managerial Skill and Experience on Employee's Satisfaction	0.175**	3.873	0.175**	3.873	0.175**	3.873	0.031
Network and Supply Chain on Employee's Satisfaction	0.215**	4.791	0.215**	4.791	0.215**	4.791	0.046

Source: Survey Data (2017), Notes: ** and *are statically significant at 1% and 5% levels respectively

Cost Leadership Strategy on Employees' Satisfaction

Cost leadership strategy has negatively significant effect on employee's satisfaction at 1 percent level. In Table (5.10), the specified models explain the variation of employee's satisfaction is predicted by cost leadership strategy as the value of R^2 is 4 percent. The negative sign shows that a unit increase in cost leadership strategy will lead to a 0.198 unit decrease in employee's satisfaction while all other independent variables are fixed. Thus, the result of the study indicated that cost leadership strategy has negatively significant effect on employee's satisfaction.

Cost Leadership Strategy on Firm's Operational Characteristics

Cost leadership strategy has a negative significant effect on all operational characteristics except location on which it has a positive significant effect at 1 percent level. The variation of location, capital, managerial skill and experience, network and supply chain are predicted by cost leadership strategy as the value of R^2 is 2 percent, 4 percent, 5 percent and 9 percent, respectively. The results show that all other independent variables are considered as constant, a unit increase in cost leadership strategy will lead to 0.136 unit increase in location, 0.191 unit decrease in capital, 0.220 unit decrease in managerial skill and 0.304 unit decrease in network and supply chain. Therefore, it is clear that cost leadership strategy has significant effect on location, capital, managerial skill and experience, network and supply chain. Thus, if supermarkets used cost leadership strategy, they need to focus on the issues including location choice, capital requirement, managerial skill and experience, networking and supply chain management for the improvement of firm’s performance.

Differentiation Strategy on Employees' Satisfaction

Differentiation strategy has a positively significant effect on employee's satisfaction at 1 percent level. The variation of employee's satisfaction is predicted by differentiation strategy as the value of R^2 is 2 percent. The results suggested that a unit increase in differentiation strategy will lead to a 0.151 unit increases in employee's satisfaction whereas all other independent variables are fixed. Thus, it approved that differentiation strategy has significant effect on employee's satisfaction.

Differentiation Strategy on Firm's Operational Characteristics

The coefficient of differentiation strategy shows a positively significant effect on capital, managerial skill and experience, network and supply chain at 1 percent level, although it is not significant for location. The variation of capital, managerial skill and experience, network and supply chain are predicted by differentiation strategy as the value of R^2 is 24 percent, nearly 7 percent and nearly 33 percent, respectively. The findings also indicated that taking all other independent variables as constant, a unit increase in differentiation strategy will lead to 0.490 unit increase in capital, 0.255 unit increase in managerial skill and experience, and 0.571 unit increase in network and supply chain. Therefore, the results clearly indicated that differentiation strategy has significant effect on capital, managerial skill and experience, network and supply chain. Thus, if supermarkets used differentiation strategy, they need to consider on capital, managerial skill, and network & supply chain as critical for firm's growth.

Focus Strategy on Employees' Satisfaction

Focus strategy has a positively significant effect on employee's satisfaction at 1 percent level. The variation of employee's satisfaction is predicted by focus strategy as the value of R^2 is 3 percent. The result shows that a unit increase in focus strategy will lead to a 0.160 unit increase in employee's satisfaction while all other independent variables are taken as constant. Therefore, the result approved that focus strategy has significant effect on employees' satisfaction.

Focus Strategy on Firm's Operational Characteristics

The coefficient of focus strategy shows a positively significant effect on capital, managerial skill and experience, network and supply chain at1 percent level, although it is not significant for location. The variation of capital, managerial skill and experience, network and supply chain are predicted by focus strategy as the value of R^2 is nearly 15 percent, 12 percent and 25 percent, respectively. The results show that taken all other independent variables equal, a unit increase in focus strategy will lead to 0.381 unit increases in capital, 0.339 unit increases in managerial skill and experience, and 0.496 unit increases in network and supply chain. Therefore, it is clear that focus strategy has a positively significant effect on capital, managerial skill and experience, network and supply chain. Thus, focus strategy can be a strategic

choice of supermarkets in order to enhance the capital availability, to improve the managerial skill and experience, and to strengthen the network and supply chain.

Firm's Operational Characteristics on Employees' Satisfaction

To complete the Path Analysis, the effects of firm's operational characteristics on the employees' satisfaction are also determined. Capital, managerial skill and experience, network and supply chain have a positively significant effect on employees' satisfaction at 1 percent level while location has negative effect on employees' satisfaction although it is not significant. The variation of employees' satisfaction are predicted by capital, managerial skill and experience, network and supply chain as the value of R^2 is 3 percent, 3 percent and nearly 5 percent, respectively. This result demonstrates that taking all other independent variables are equal; a unit increase in capital, managerial skill and experience, network and supply chain will lead to increase in the satisfaction of employees by 0.177 unit, 0.175 unit, 0.215 unit, respectively. Therefore, the results approved that capital, managerial skill and experience, network and supply chain have positively significant effect on employees' satisfaction. Thus, the results clearly highlight that having sufficient capital, high skill and experience of managers and strengthening network and supply chain management will lead to employees' satisfaction.

Table (5.11) Mediating Effects of Operational Characteristics on Employees' Satisfaction of Each Competitive Strategy

Competitive Strategies		Location		Capital		Managerial Skill and Experience		Network and Supply Chain	
	Direct	Indirect	Total	Indirect	Total	Indirect	Total	Indirect	Total
Cost leadership	-0.198	-0.002	-0.200	-0.033	-0.231	-0.038	-0.236	-0.065	-0.263
Differentiation	0.151	-0.002	0.149	0.087	0.238	0.045	0.196	0.123	0.274
Focus	0.160	0.001	0.161	0.067	0.227	0.059	0.219	0.107	0.267

Source: Survey Data (2017)

Table (5.11) shows the direct, indirect, and total effects of the competitive strategy on employee's satisfaction. In this Table, indirect effect through operational characteristics is calculated by multiplying contributing path coefficients. For example, the indirect effect of differentiation strategy on employee's satisfaction through capital (0.087) is obtained by multiplying the coefficient of differentiation strategy on capital

(0.490) with the coefficient of capital to employee's satisfaction (0.177). The total effect (0.238) is the sum of the direct (0.151) and indirect effects (0. 087).

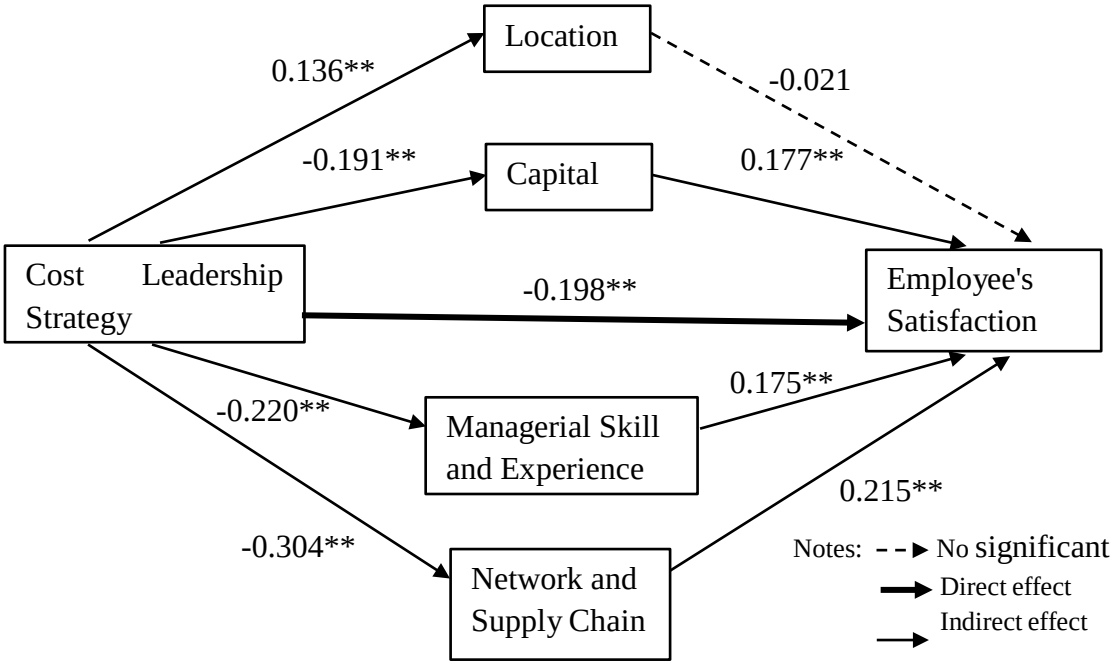
As shown in the Table (5.11), the total effects of the cost leadership strategy on employee's satisfaction through operational characteristics is less than the direct effect of cost leadership strategy on employee's satisfaction. If the firms applied cost leadership strategy, studied operation characteristics cannot have mediating effect on employee's satisfaction.

The total effect of the differentiation strategy on employee's satisfaction through operational characteristics is larger than the direct effect of differentiation strategy on employee's satisfaction except for location, for which total effect is less than direct effect. The finding highlight that if the firm practiced differentiation strategy operation characteristics, namely the amount of capital, the skill and experience of managerial person, and networking and supply chain management will have a mediating effect on employee satisfaction although location of supermarkets does not have mediating effect on it.

The total effect of focus strategy on employee's satisfaction through operational characteristics is greater than the direct effect of focus strategy on employee's satisfaction. If firms used focus strategy, location, capital, managerial skill and experience, network and supply chain will have mediating effect on employee's satisfaction.

The results of the path analysis for testing all variables are presented in Figure (5.4), (5.5), and (5.6). As shown in Figure (5.4), cost leadership strategy is a negatively direct effect on employee's satisfaction. As indirect effect, coefficient of cost leadership strategy is negatively significant with location, capital, managerial skill and experience and network and supply chain while coefficient of capital, managerial skill and experience, network and supply chain are positively significant with employee satisfaction. Thus, except from firm's location, all firms' operational characteristics have partially mediating effect on relationship between cost leadership strategy and employee's satisfaction while location of the firm does not have mediated effect on employee's satisfaction.

Figure (5.4) Path Analysis for Employees' Satisfaction of Supermarkets which Practiced Cost Leadership Strategy



Source: Survey Data (2017),
Notes: ** and *are statically significant at 1% and 5% levels respectively

Cost leadership strategy has a negative direct effect on employee satisfaction. Supermarkets using the cost leadership strategy are generally limited in their capital investment. With limited capital, there are constraints in choice at recruitment. providing regular training, and offering incentive schemes such as bonus, paid holidays so that the employees' satisfaction is not very much improved, leading to high labor turnover.

Supermarkets are the labor intensive firms as they need many sale people to effectively run their operations. The cost leader, however, with constraints in capital availability are not in a position to attract skilled workers or unable to pay competitive wages to their employee, resulting in negative impact on employees' satisfaction. Thus, these factors can be reasons for partially mediating effect of capital on employees' satisfaction.

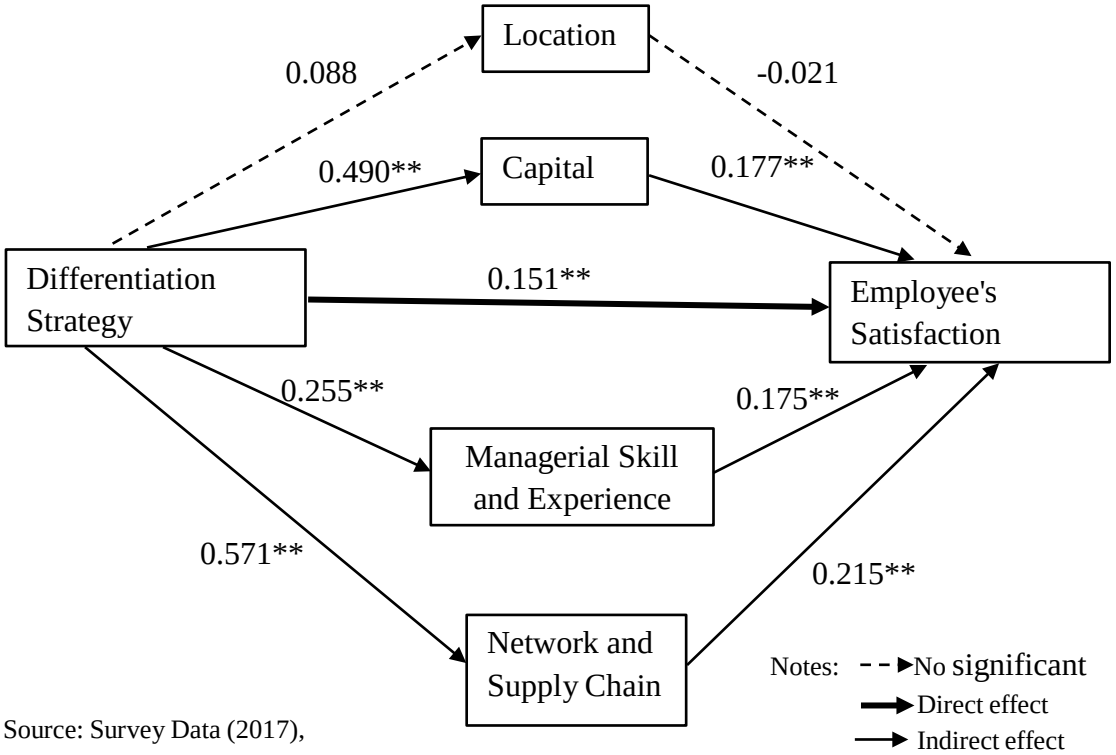
Supermarkets' managers need to contribute and cooperate with employees to increase supermarket's performance. Since managers can influence employees and persuade them to carry out smooth daily operation of supermarkets, their skill and experience are closely related with employee's satisfaction. Thus, managerial skills

and experience of supermarkets applying cost leadership strategy have partial mediating effect on employees' satisfaction.

Although these supermarkets are connected to a network of suppliers based on customers' requirement, suppliers provide only inferior quality fair price product which has the negative impact on profitability of the supermarkets. Thus, supermarkets are unable to offer good salaries and bonuses to their employees. It shows the conditions of partial mediating effect of network and supply chain on the linkage between cost leadership strategy and employees' satisfaction.

As shows in Figure (5.5), differentiation strategy has a positively direct effect on employee's satisfaction. As an indirect effect, coefficient of differentiation strategy is positively significant with capital, managerial skill and experience, and network and supply chain while coefficient of capital, managerial skill and experience, and network and supply chain are positively significant with employee's satisfaction. Thus, except for location, all firms' operational characteristics have partially mediating effect on relationship between differentiation strategy and employee's satisfaction while location of the firm does not have mediated effect on employee's satisfaction.

Figure (5.5) Path Analysis for Employees' Satisfaction of Supermarkets which Practiced Differentiation Strategy



Source: Survey Data (2017),

Notes: ** and *are statically significant at 1% and 5% levels respectively

Differentiation strategy has a positive direct effect on employee's satisfaction. These supermarkets can provide not only orientation training but also regular training to employees concerning their responsibility at workplace. Moreover, salaries, incentives and promotion programs are also provided to meet employee's expectation. Most of employees at supermarkets receive recognition or praise for doing good work. Therefore, these factors lead to increase employees' satisfaction.

Although City Mart has many branches, only a few City Mart operate two shifts and providing (24) hours services. To improve their services, City Mart provides orientation training and regular training for their employees. Moreover, salaries and promotion programs are launched to meet employees' expectation. In addition, there are incentive programs such as prizes, bonus, short studying trips, and holidays depending on employee's effort and performance. Other example, Capital supermarket provides training for its employees, to provide better services to customers. Accordingly, employees have a good relationship with supervisors and co-workers and strong commitment for their work.

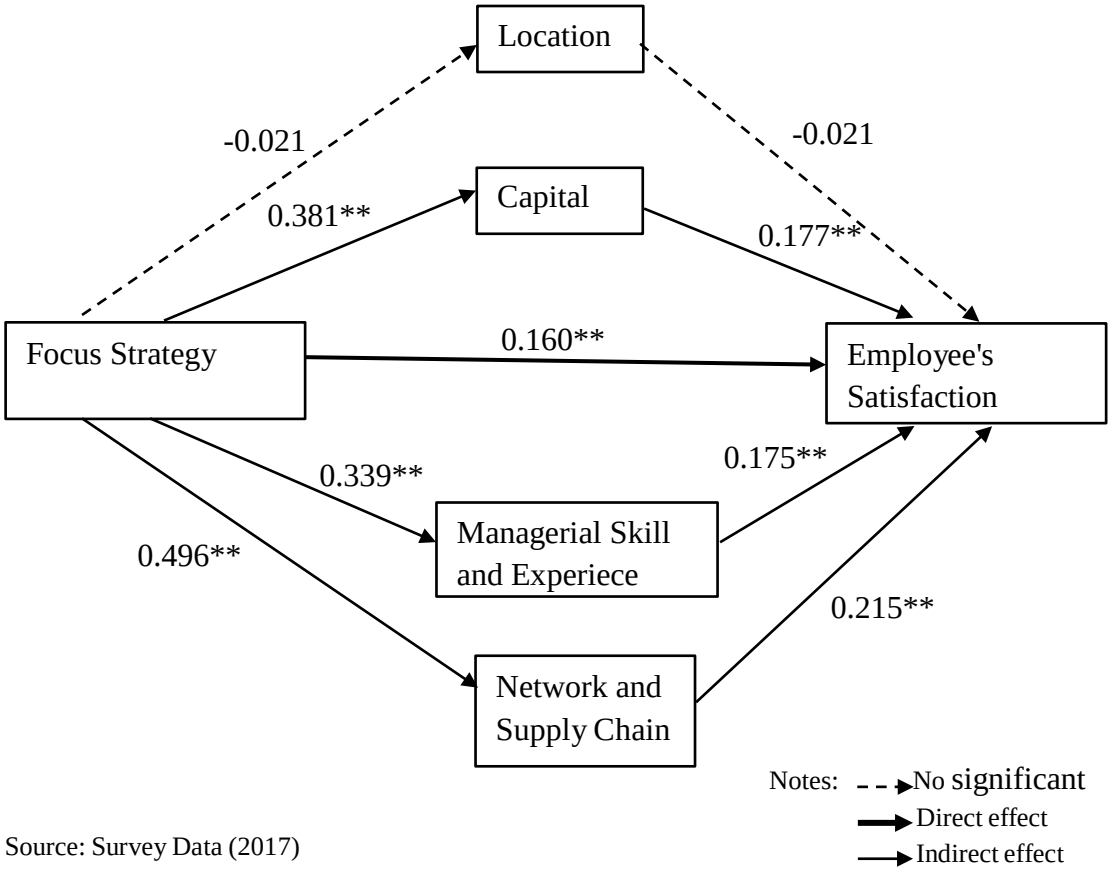
Supermarkets need many sale staff because supermarkets are labor intensive. Consequently, they need financial capability to invest in skillful labor and training and development programs to improve employees' performance. Therefore, these conditions lead to the essential of large capital investment and capital has been partially mediating effect on employees' satisfaction.

These supermarkets' managers offer sufficient information relating to their work to employees as well as able to influence on employees. For example, City Mart provides enough information to employees and can persuade employees for making efforts to reach the performance standards. That is a reason why skills and experience of managerial person also have partial mediating effect on employees' satisfaction of supermarkets applying differentiation strategy.

These supermarkets build a network with good suppliers who offer different branded items and quality products and thereby, these supermarkets can get profits. Accordingly, these supermarkets can give good salaries and attractive bonuses to employees that lead to increases in their satisfaction. It highlights the reason of partial mediating effect of network and supply chain on the linkage between differentiation strategy and employees' satisfaction.

In Figure (5.6), focus strategy has a positively direct effect on employee's satisfaction. As indirect effect, coefficient of focus strategy is positively significant with capital, managerial skill and experience and network and supply chain whereas coefficient of capital, managerial skill and experience and network and supply chain are positively significant with employee's satisfaction. Thus, except for location, all firms' operational characteristics have partially mediating effect on relationship between focus strategy and employee's satisfaction while location of the firm does not have mediated effect on employee's satisfaction.

Figure (5.6) Path Analysis for Employees' Satisfaction of Supermarkets which Practiced Focus Strategy



Source: Survey Data (2017)

Notes: ** and *are statically significant at 1% and 5% levels respectively

Supermarkets that have adopted the focus strategy can provide training programs to their employees who, in turn, are capable of better services to customers. Moreover, these supermarkets offer salaries, incentives and promotion programs to meet the employee's expectation. Most of employees also have a balanced work life. Employees at Marketplace receive greater personal satisfaction compared to other

supermarkets because they receive regular training as well as good salaries to increase their work efficiency. Therefore, they are able to utilize their skills, abilities and experience in their present position, but they need to have good personality and the ability to take good care of and build good relationship with customers. Employees at Marketplace have more products knowledge than those from Ocean, City Marts' because most of their customers are upper class and foreigners. Moreover, employees themselves at these supermarkets are proud of their work.

Concerning capital, the supermarkets that employ focus strategy need high investment to finance, sophisticated equipment, recruitment and training of high capacity labor, in order create satisfaction of their high end customers. These factors highlight the importance of large capital investment and thereby. capital has been partially mediating effect on employees' satisfaction.

Moreover, the managers can provide sufficient information to employees relating their work as well as idea, and suggestions for improving their performance. Furthermore, managers can give empowerment to experienced and skillful staff through delegation, that contribute to employee satisfaction. Thus, skills and experience of managers have partially mediating effect on employees' satisfaction of supermarkets applying focus strategy.

These supermarkets that use the focus strategy need to build the network with suppliers who can provide superior items not available elsewhere. These supermarkets have good supplier relationship so that employees can create smooth operation with comfortable, reliable and accurate delivery system. Therefore, employees' satisfaction is closely related to good supplier's relationship Thus, networking and supply chain management have partially mediating effect on the linkage between focus strategy and employees' satisfaction.

5.2.3 Mediating Effect of Operational Characteristics on Customers' Satisfaction

To determine the mediating effect of operational characteristics on customers' satisfaction, path analysis is conducted with simple linear regression analysis**.** The regression results on the effects of competitive strategy on customer's satisfaction are shown in Table (5.12).

Table (5.12) Path Coefficients Customers' Satisfaction of Each Competitive Strategy

	Cost leadership		Differentiation		Focus		R^2
	Coefficient	t-value	Coefficient	t-value	Coefficient	t-value	
Cost leadership on Customer's Satisfaction	-0.391**	-9.321					0.153
Cost leadership on Location	-0.081	-1.780					0.007
Cost leadership on Capital	-0.443**	-10.833					0.196
Cost leadership on Managerial Skill and Experience	-0.312**	-7.200					0.097
Cost leadership on Network and Supply Chain	-0.494**	-12.432					0.244
Differentiation on Customer's Satisfaction			0.606**	16.685			0.367
Differentiation on Location			0.280**	6.380			0.078
Differentiation on Capital			0.743**	24.286			0.551
Differentiation on Managerial Skill and Experience			0.365**	8.593			0.133
Differentiation on Network and Supply Chain			0.761**	25.677			0.579
Focus on Customer's Satisfaction					0.517**	13.233	0.267
Focus on Location					0.131**	2.891	0.017
Focus on Capital					0.560**	14.825	0.314
Focus on Managerial Skill and Experience					0.392**	9.329	0.153
Focus on Network and Supply Chain					0.608**	16.765	0.369
Location on Customer's Satisfaction	0.322**	7.461	0.322**	7.461	0.322**	7.461	0.104
Capital on Customer's Satisfaction	0.687**	20.716	0.687**	20.716	0.687**	20.716	0.472
Managerial Skill and Experience on Customer's Satisfaction	0.313**	7.221	0.313**	7.221	0.313**	7.221	0.098
Network and Supply Chain on Customer's Satisfaction	0.697**	21.311	0.697**	21.311	0.697**	21.311	0.486

Source: Survey Data (2017), Notes: ** and *are statically significant at 1% and 5% levels respectively

Cost Leadership Strategy on Customers' Satisfaction

Cost leadership strategy has a negatively significant effect on customer's satisfaction at 1 percent level. In Table (5.12), the specified models explain the variation of customer's satisfaction can be explained by cost leadership strategy since the value of R^2 is 15 percent. The negative sign reveals that a unit increase in cost leadership strategy will lead to 0.391 unit decrease in customer's satisfaction while all other independent variables are fixed. Thus, the result shows that cost leadership strategy has negatively significant effect on customer's satisfaction.

Cost Leadership Strategy on Firm's Operational Characteristics

Cost leadership strategy has a negative significant effect on capital, managerial skill and experience, network and supply chain at 1 percent level, although it is not the significant in location. The variation of capital, managerial skill and experience, network and supply chain are predicted by cost leadership strategy as the value of R^2 is 20 percent, 10 percent and 24, respectively. The results show that all other independent variables are taken as constant, a unit increase in cost leadership strategy will lead to 0.443 unit decrease in capital, 0.312 unit decrease in managerial skill and experience, and 0.494 unit decrease in network & supply chain. Therefore, the results approved that cost leadership strategy has significant effect on capital, managerial skill and experience, network and supply chain. Thus, if supermarkets used cost leadership strategy, they need to focus on capital, managerial skill and experience, network and supply chain as the important factors to increase customer's satisfaction.

Differentiation Strategy on Customers' Satisfaction

Differentiation strategy has a positively significant effect on customer's satisfaction at 1 percent level. The variation of customer's satisfaction is projected by differentiation strategy as the value of R^2 is 37 percent. The result shows that taking all other independent variables are equal; a unit increase in differentiation strategy will lead to 0.606 unit increase in customer's satisfaction. Thus, the result clearly highlighted that differentiation strategy has significant effect on customer's satisfaction.

Differentiation Strategy on Firm's Operational Characteristics

The coefficient of differentiation strategy shows a positively significant effect on all operational characteristics at 1 percent level. The variation of location, capital, managerial skill & experience and network & supply chain are explained by differentiation strategy as the value of R^2 is 8 percent, 55 percent, 13 percent and 58 percent, respectively. The results show that all other independent variables are fixed, a unit increase in differentiation strategy will create 0.280 unit increase in location, 0.743 unit increase in capital, 0.365 unit increase in managerial skill & experience, and 0.761 unit increase in network and supply chain. Therefore, the results approved that differentiation strategy has a positively significant effect on all operational characteristics. Thus, if supermarkets practice the differentiation strategy, the operational characteristics can be expected to improve.

Focus Strategy on Customers' Satisfaction

Focus strategy has a positively significant effect on customer's satisfaction at 1 percent level. The variation of customer's satisfaction is predicted by focus strategy as the value of R^2 is 27 percent. The result shows that taking all other independent variables as constant; a unit increase in focus strategy will lead to 0.517 unit increase in customer's satisfaction. Therefore, it is clear that focus strategy has a positively significant effect on customer's satisfaction.

Focus Strategy on Firm's Operational Characteristics

The coefficient of focus strategy shows a positively significant effect on all operational characteristics at 1 percent level. The variation of location, capital, managerial skill and experience and network and supply chain are predicted by focus strategy as the value of R^2 is 2 percent, 31 percent, 15 percent and 37 percent, respectively. The results show that taking all other independent variables are equal, a unit increase in focus strategy will lead to 0.131 unit increase in location, 0.560 unit increase in capital, 0.392 unit increase in managerial skill & experience, and 0.608 unit increase in network & supply chain. Therefore, the result clearly pointed out that focus strategy has a positively significant effect on all operational characteristics. Thus, focus strategy can be

a strategic choice of supermarkets in order to improve the capacity of firms' operational characteristics.

Firm's Operational Characteristics on Customers' Satisfaction

To complete the Path Analysis, the effects of firm's operational characteristics on customer's satisfaction are also determined. Firm's operational characteristics have a positively significant effect on customer's satisfaction at 1 percent level. The variation of customer's satisfaction is predicted by location, capital, managerial skill and experience and network and supply chain are 10 percent, 47 percent, 10 percent, 49 percent respectively. The result demonstrates that all other independent variables are fixed, a unit increase in each of location, capital, managerial skill and experience and network and supply chain will lead to increase in the satisfaction of customers by 0.322 unit, 0.687 unit, 0.313 unit, 0.697 unit, respectively. Therefore, the results approved that operational characteristics have a positively significant effect on customer's satisfaction and they are main determinants in improving customer's satisfaction.

Table (5.13) Mediating Effects of Operational Characteristics on Customer's Satisfaction of Each Competitive Strategy

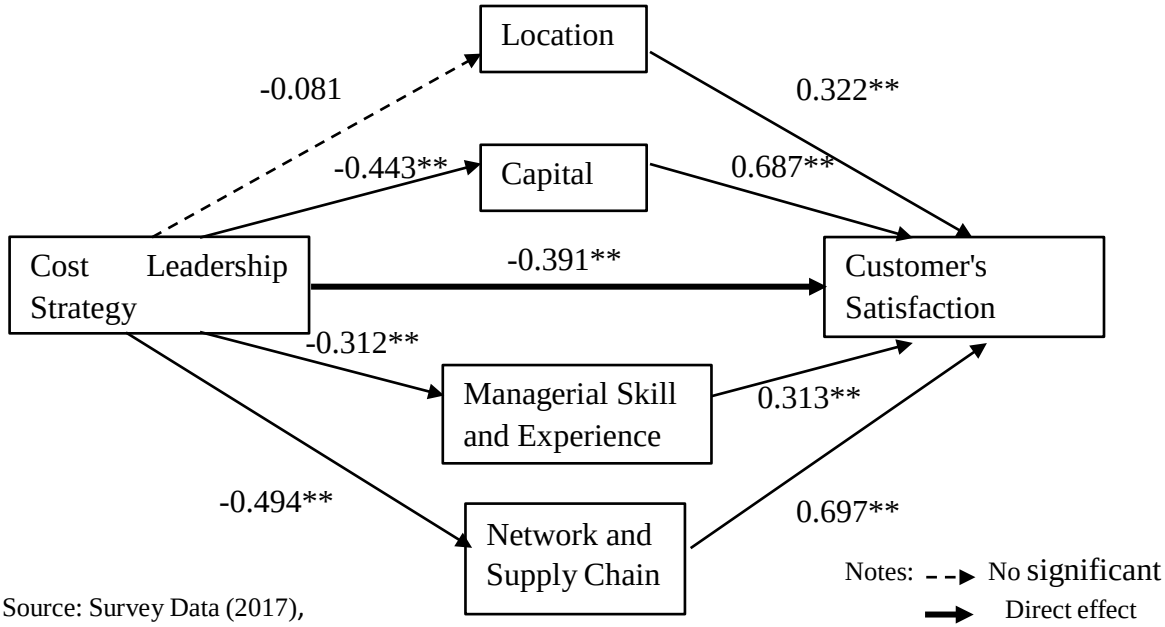
Competitive Strategies		Location		Capital		Managerial Skill and Experience		Network and Supply Chain	
	Direct	Indirect	Total	Indirect	Total	Indirect	Total	Indirect	Total
Cost leadership	-0.391	-0.026	-0.417	-0.304	-0.695	-0.098	-0.489	-0.344	-0.735
Differentiation	0.606	0.090	0.696	0.510	1.116	0.114	0.720	0.530	1.136
Focus	0.517	0.042	0.559	0.385	0.902	0.123	0.640	0.424	0.941

Source: Survey Data (2017)

Table (5.13) shows the direct, indirect and total effects of competitive strategy on customer's satisfaction. In this table, indirect effect through operational characteristics is calculated by multiplying contributing path coefficients. For example, the indirect effect of differentiation strategy on customer's satisfaction through location (0.090) is obtained by multiplying the coefficient of differentiation strategy on location (0.280) with the coefficient of location to customer's satisfaction (0.322). The total effect (0.696) is the sum of the direct (0.606) and indirect effects (0.090).

As shows in the Table (5.13), the total effects of the cost leadership strategy on customer's satisfaction through operational characteristics are less than the direct effect of cost leadership strategy on customer's satisfaction. If the firms applied cost leadership strategy, studied operational characteristics cannot have mediating effect on customer's satisfaction. The total effects of differentiation and focus strategies on customer's satisfaction through operational characteristics are greater than the direct effect of differentiation and focus strategies on customer's satisfaction. If firms practiced differentiation and focus strategies, location, capital, managerial skill and experience, and network and supply chain have partially mediating effect on customer's satisfaction.

Figure (5.7) Path Analysis for Customers' Satisfaction of Supermarkets which Practiced Cost Leadership Strategy



Source: Survey Data (2017),
Notes: ** and *are statically significant at 1% and 5% levels respectively

The results of the path analysis in testing all variables are presented in Figure (5.7), (5.8), and (5.9). As shown in Figure (5.7), cost leadership strategy is a direct negative effect on customer's satisfaction. As indirect effect, the coefficient of cost leadership strategy is negatively significant with capital, managerial skill and experience, and network and supply chain while the coefficient of location, capital, managerial skill and experience, and network and supply chain are positively significant with customers'

satisfaction. Thus, except from firm's location, all firms' operational characteristics have partially mediating effect on relationship between cost leadership strategy and customer's satisfaction while location of the firm does not have mediated effect on customer's satisfaction.

Cost leadership strategy has a negative direct effect on customer's satisfaction. Most of the supermarkets practicing cost leadership cannot reduce the cost enough to compete in this strategic group and thereby, their prices still need to be more competitive to meet the needs of their targeted customers who want to buy low cost products at convenience shops. When this discrepancy occurs, they try to search for another one which offers fast, convenient and better services.

Concerning capital, these supermarkets have limited sources of capital and thereby, not enough to invest in capital assets. It means that their products offered in the markets constitutes of small portion of fixed costs and large variable costs. It implies that these supermarkets cannot realize economies of scale through increasing market share in their target market. Thus, large capital investments are essential for these supermarkets and limited capital investment have effected on customers' satisfaction as a partially mediating.

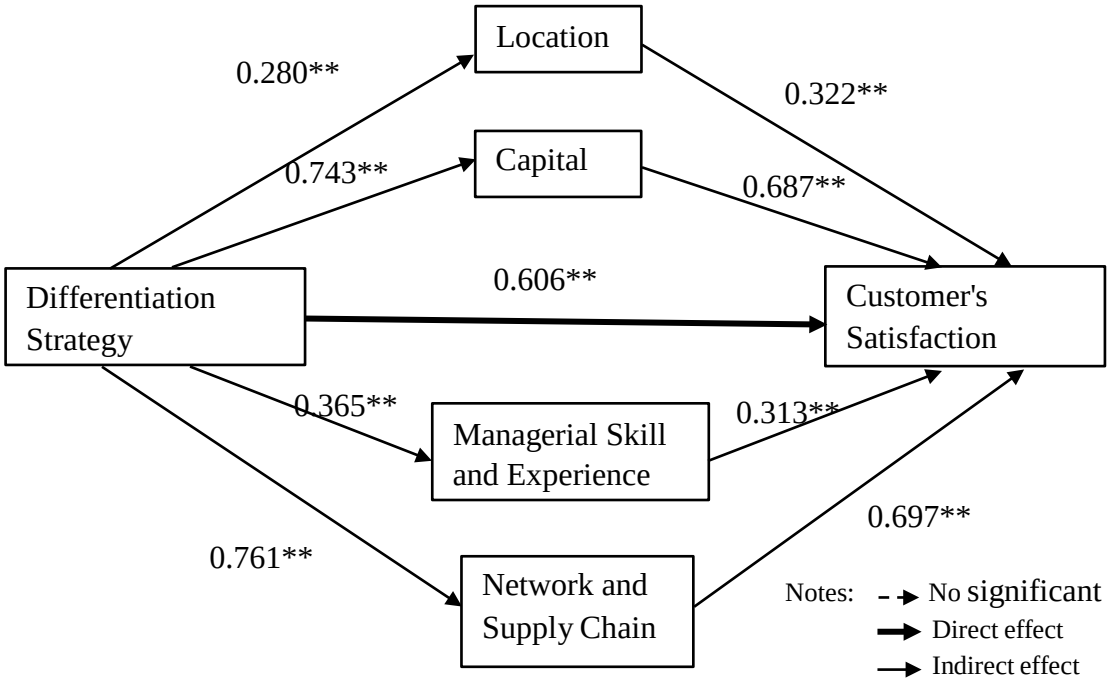
The managers of these supermarkets need to focus on potential customer's behavior and perception. The more the managers focus on potential customer's behavior and perception and fulfill customers' requirement, the more customers' satisfaction will increase. However, limited resources constraints to recruiting skillful and experience managers and thereby, it has partially mediating effect on customers' satisfaction.

The supermarkets that have adopted the cost leadership strategy need to build a strong network with supplier to smooth the operations with lowest minimum capital requirements. However, the weaknesses and constraints in creating network and building supplier relationship hamper the supermarkets to achieve their goals of fulfilling customer's needs on time with lowest possible costs. Thus, these conditions lead to decrease customers' satisfaction and thereby, having partially mediating effect of network and supply chain on customers' satisfaction.

In Figure (5.8), differentiation strategy has a positively direct effect on customer's satisfaction. As indirect effect, coefficient of differentiation strategy has a positive significant effect with location, capital, managerial skill and experience and network and supply chain while the coefficients of location, capital, managerial skill and experience and network and supply chain show significantly positive effect on customer's satisfaction. Thus, all firms' operational characteristics have partially mediating effect on relationship between differentiation strategy and customer's satisfaction.

Supermarkets that used differentiation strategy offer a broad range of products with numerous features, high quality merchandise to suit customer' needs and preferences. Store display/layout design is strategically altered on periodic basis to attract new and existing customers. Their product assortment style is distinct compared to competitors as well as ease of access for customers. Therefore, these supermarkets can afford to get customer's satisfaction.

Figure (5.8) Path Analysis for Customers' Satisfaction of Supermarkets which Practiced Differentiation Strategy



Source: Survey Data (2017),

Notes: ** and *are statically significant at 1% and 5% levels respectively

To fulfill the customer's expectation and need, City Mart supermarkets offer high quality grocery products, fresh vegetables and fruits, comprehensive product range with reasonable price. Display/layout of items at this supermarket makes it easy for customers to find what they need. Moreover, it provides special discount for potential customers on different occasions. Therefore, these supermarkets can reap big rewards by boosting its sales, and increase customer loyalty. These factors have led to improved customer's satisfaction and able to attract a larger number of customers. The Capital supermarket offers high quality merchandise in accordance with customers' requirements. It has monthly marketing plan and many seasonal sale promotions. Capital supermarket provides Myanmar Traditional foods as well as other local and foreign products that improve customers' satisfaction.

Regarding location, these supermarkets choose their locations depending on the level of customers on respective residential areas. Most customers from the urban areas wish to make their purchases at supermarket rather than from traditional market (wet market). Thus, these supermarkets' locations create easy access and convenience and location have been partially mediating effect on customers' satisfaction.

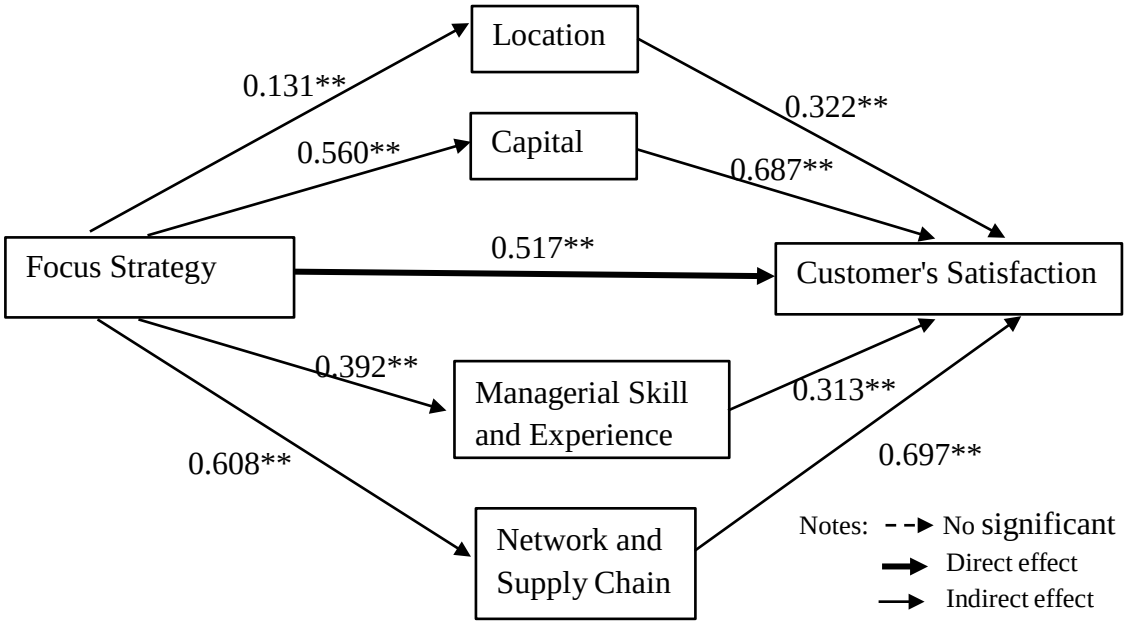
Retail businesses that have adopted the differentiation strategy generally need large capital investment to finance a broad range of high quality merchandise to meet customers' expectations. However, these supermarkets can offer grocery items at reasonable prices to suit the requirement of customers at the appropriate income level. Therefore, they gain higher customer satisfaction and loyalty. Thus, these factors lead to the important of large capital investment for supermarkets and capital has been partially mediating effect on customers' satisfaction.

The professional skill of managers is critical in these supermarkets to enhance the performance of supermarket. As the managers of these supermarkets are capable person to run the operation smoothly and to persuade employees to contribute maximum efforts. They are able to build good relationship with employees, suppliers and also anticipate potential customer's behavior and perception. Thus, these conditions lead to the essential for these supermarkets applying differentiation strategy and skills and experience of managerial person also have partially mediating effect on customers' satisfaction.

Furthermore, these supermarkets are connected to a network of suppliers for their providing of different products. Most customers choose the best quality products as they are aware that supermarkets are connected to good suppliers that can offer different brands of quality products rapidly and precisely delivery on time. Therefore, network and supply chain have partially mediating effect on the linkage between differentiation strategy and customers' satisfaction.

As shown in Figure (5.9), focus strategy is a positively direct effect on customer's satisfaction. As indirect effect, coefficient of focus strategy has a positively direct effect on location, capital, managerial skill and experience, and network and supply chain whereas coefficient of location, capital, managerial skill and experience, and network and supply chain are positively significant with customers' satisfaction. Thus, all of thee firms' operational characteristics have partially mediating effect on relationship between focus strategy and customer's satisfaction.

Figure (5.9) Path Analysis for Customers' Satisfaction of Supermarkets which Practiced Focus Strategy



Source: Survey Data (2017)

Notes: ** and *are statically significant at 1% and 5% levels respectively

Focusers target specific small niches, offer special items, superior customer services and pleasant shopping environment. Their commodities are also high quality of which the customers can be assured of. In addition, these supermarkets attract and retain customers with good store display and physical ambience. Moreover, these supermarkets also provide better services and the feeling of relaxation to customers.

Marketplace offer special products items, superior customer services and pleasant shopping environment that enhance customer's satisfaction level. Moreover, cleanliness, pleasant surroundings, lighting and cooling systems also enhance the feeling of relaxation and thereby, create customers' attachment towards the supermarkets. Moreover, they create the feeling of customer themselves as high class and improve self-image by shopping at these supermarkets. These factors have certainly led to improve customer's satisfaction.

Concerning location, the focusers choose to locate business depending on target customers. Their customers are usually from the high level class. As such, they enjoy the quiet and pleasant atmosphere like provided that by the Market place. Therefore, good locations for supermarkets are essential factors and have mediated effect on customer's satisfaction.

Regarding capital, these supermarkets utilize modernized and sophisticated systems with efficient manpower. They also need to heavily investment in training and development programs to enhance customers' satisfaction through high-quality customers' services. Therefore, these supermarkets require sufficient capital investment and accordingly capital has a partially mediating effect on customers' satisfaction.

These supermarkets' managers need to have high skill and expertise to affectively fulfill the expectation of niche customers. At Marketplace, skillfull and experienced staff are appointed to provide better services to niche customers who are mostly from upper social class and foreigners. Therefore, the high level skills and experience of managers in the supermarkets applying focus strategy are essential and have partially mediating effect on customers' satisfaction.

Furthermore, these supermarkets are needed to build a network with suppliers who provide superior items. They have strong relationship with suppliers who are capable of

providing a variety of high quality items items suitable for the tastes of its high end customers. It indicates the reason of partial mediating effect of network and supply chain on the linkage between focus strategy and customers' satisfaction.

5.3 Summary of Results

This chapter presented the finding from analysis the effects of competitive strategies on supermarket' performance and the mediating effects of operational characteristics on the relationship between the strategies and firm's performance. According to the results, cost leadership strategy has significantly negative effect on supermarket's performance while differentiation strategy and focus strategy have significantly positive effect on the performance in terms of firms' growth, employees' satisfaction and customers' satisfaction. As mediating effect, among firms' operational characteristics, location has not mediating effect on the relationship between cost leadership strategy and firm's growth, employees' satisfaction and customers' satisfaction. However, location has mediating effect on the both relationships between differentiation strategy and customers' satisfaction as well as focus strategy and customers' satisfaction. Remaining operational characteristics - capital, managerial skills and experiences, and network and supply chain - have partially mediating effect on relationship between all competitive strategies and supermarkets' performance.

CHAPTER VI

CONCLUSION

This study is an attempt to explore the linkages between the competitive strategies and performance of supermarkets in Yangon. The study aims to identify the competitive strategies and to examine the effect of competitive strategies on the performance of supermarkets. The study is also conducted with purpose of observing the mediating effects of firms' operational characteristics such as location, capital, managerial skill and experience, network and supply chain on the linkage between the competitive strategies and performance of supermarkets in Yangon.

This chapter is started with the summary of the findings and discussions on competitive strategies, operational characteristics, and performance of the supermarkets. Then, it presents some suggestions and recommendations for improvement the performance of supermarkets. Finally, it suggests some points to extend this research for further insight in operations of supermarkets in Yangon.

6.1 Findings and Discussions

First of all, this study identifies the competitive strategies practiced by each group of supermarkets in Yangon. Of the fifteen supermarkets studied, ten practiced cost leadership strategy, three adopted differentiation strategy and remaining two used focus strategy. Cost leadership strategy is practiced by Ocean, Sein Gay Har, Gandamar Wholesale, Ruby Mart, Super One, Orange, Asia light, Fuji and Ga Mone Pwint. Differentiation strategy is practiced by City Mart, Capital and Star Mart while the focus strategy practiced by Marketplace and Myanmar Bid Shop.

Based on the finding of this study, it can be summarized that differentiation strategy and focus strategy have large impact on improving performance of the

supermarkets in terms of firm's growth, employee satisfaction, and customers' satisfaction. Cost leadership strategy has negative impact on the performance of the supermarkets in all dimensions. Among operational characteristics, capital, skills and experience of management and network and supply chain of supermarkets have mediating effects on all dimensions of the performance of supermarkets which practice differentiation strategy and focus strategy. The location of the supermarkets has mediating effect on only firm's growth and customer satisfaction of supermarkets which practice differentiation strategy and focus strategy.

The Performance of Firms Practicing Cost Leadership Strategy

The overall observation made by the study on the performance of supermarkets using the cost leadership strategy is that on the best of circumstances they are slow in growth and on some occasions to be seen even as declining. The possible explanations for this unfortunate situation can be given as follows.

Although they adopted the low cost strategy, they are unable to offer products in terms of availability, variety, quality and prices that are on a par with other competing firms in the same target market. These supermarkets mostly cannot afford to make sufficient capital investment to stock a range of products to meet the requirements of the customers.

Although these supermarkets are connected to a network of suppliers their modest capability in investment restrict them to procure only low quality, fair price products which cannot meet the customers' expectation and thereby cannot include in the choice set of customer in their purchase place decision. These supermarkets are usually located in places which are easily accessible to their consumers that make costly for supermarkets which practice cost leadership strategy while their customers are price sensitive so that the amount and frequency of their customers' purchases cannot meet the strategic goals of supermarkets.

Moreover, since the service quality of the staff is also of paramount importance to the success and growth of the supermarket, the management of supermarkets needs to provide adequate training, facilities, and rewards to motivate their staff for the highest performance. In this respect also, the low cost competitors' firms can offer just affordable

pay so that then the service quality of staff are not of the standard to meet expectation of the customers. As a result, the growth potential of these supermarkets are heavily impeded. All these observations show the reasons for the stunted growth and decline of supermarkets in Yangon that are practicing the cost leadership strategy.

The Performance of Firms Practicing Differentiation Strategy

The study found a favorable impression regarding the firms that are practicing differentiation strategy. The performance of supermarkets with the capacity for larger capital investment and targeting a high-end market are indicating the signs and potentials for the growth in the long term.

With a more extensive capital base these firms have the financial facilities to stock a larger variety of unique and differentiated quality products to meet the expectations and thereby, make satisfaction of their more sophisticated and demanding customers. Thus, they have persuaded the customers to develop the urban culture of shopping in supermarkets rather than going to traditional markets. Moreover, these supermarkets are usually situated in the modern shopping malls and shopping centers where the customers like to frequent to make their purchases as well as to enjoy the ambience of these upscale market environments.

With respect to the issues of human resources the management of these companies are in a better position to create the satisfaction of their staff in terms of salaries, amenities, and potential for further development such as training assignments and overseas trips. Thus, these establishments are able to recruit higher caliber employees. Furthermore, these employees also enjoy the pride and prestige of the works so that they offer their best services to fulfill the customers' requirements that create the higher satisfaction of the customers.

These supermarkets are connected to a network of suppliers so that the availability, quality and a wide variety of inventory is assured for offering to suit the preference of customers. In this way the supermarkets practicing differentiation strategy are able to build and extend on their customers base and uphold their potential for success and growth.

The Performance of Firms Practicing Focus Strategy

The study also found that supermarkets using the focus strategy are making great strides on the path to success. As these supermarkets, they intend to specify small niches with products items so as to enhance customer satisfaction. These supermarkets can offer not only unique quality products for customer groups but also better services, shorter waiting time, and giving the pleasure and feeling of relaxation.

As these supermarkets intend to small group of customers, they stock the items which are selected high quality products to ensure to meet the customers' expectation. These supermarkets' layout design can attract customers and give the pleasure and feeling of relaxation because the layout is strategically altered periodically. Moreover, the style and assortment of their products are distinct from those of competitors and that they are well positioned for ease of access by the customers. As customers of these supermarkets are those who prefer pleasant shopping environment and superior customer services, the supermarkets are existed in pleasant and quiet place with enough car parking space. These supermarkets utilize air condition system and other electrical appliances to provide customers a comfortable environment.

As for focus strategic competitors, the intensive amount of capital investments is not a paramount issue. They operate on their modest capital base to serve the preferences and expectations of niche customers. They are able to meet the consumer limited needs in variety, quality and affordable prices in accordance with the income level of the markets they serve. The supermarkets are connected with a network of suppliers so that they have the capability to provide high quality products demanded by the respective niche. As the niche players are concentrated on specific nature of the markets they are able to train their staff to meet the needs of their niche target market. Consequently, the employees mostly enjoy and feel satisfaction at their works that make the satisfaction of customers by getting the benefit of efficient services.

In addition, these firms are located in places which are easy access to their respective niche customers. These supermarkets offer not only the high quality products but also the privileges of convenience and ambience of a superior environment. Thus, the

supermarkets that are practicing the focus strategy and concentrating on particular niche market are making a large head way towards progress and success.

6.2 Suggestions and Recommendations

This study has been an exploration into the business environment of the supermarkets which is a segment of the retail industry in Myanmar. Myanmar has been undergoing waves of changes and reforms nowadays and one such reform is the culture of doing shopping.

Traditionally, Myanmar consumers made their purchase at traditional markets and local grocery shops for most household and food items. Currently, while only consumers from the grass root level seen to be continued this practice, most of the mid- and high-end consumers gradually use to purchase at supermarkets to fulfill their household as well as personal needs. Thus, the supermarkets segment on the whole can be seen as achieve the progress and growth.

The cost leadership strategy mainly emphasizes low cost affordable quality while the differentiators and focus operators target the mid- and high-end customers with unique and differentiated products. Due to limited investment of supermarkets and purchasing power and buying habit of consumers, those practicing cost leadership strategy are not doing well as they expected. It highlights that they should seek ways to extend their investment for growth and expansion in terms of products, place and to a certain extent promotion. The other two categories are now riding the wave in cultural change and could improve by putting more effort to promote staff quality and efficiency, to locate at convenient of location, and to design the ambience. For these strategic groups, increasing the advertising and promotion budget would be a major enhancement for awareness and changing buying habits of the customers. Another improvement measure could be to extend the suppliers network fin order to offer a larger variety for the choice of customers. Improvements in warehousing could also be another area for enhancement of product reliability and durability.

For supermarkets, that practices cost leadership strategy are facing stable or decreases in sales mainly due to the weaknesses in implementing strategy, insufficient

variety of products to meet different buyers' needs, not enough in lowering price to attract low cost buyers, poor communication and lack of customer services. To increase supermarket's performance, these supermarkets should keep prices lower than competitors to attract customers, offer a variety of products to meet customers' requirements, and should have the ability to get most of the items under one roof. Moreover, these firms should manage to improve operational efficiency by reducing in some aspects such as minimize distribution costs, reduce unprofitable items, and solve customer complaints promptly.

Moreover, they usually open for (12) consecutive hours, commencing from 9:00 am till 9:00 pm daily, the employees are assigned only one shift to trim labor cost which should not be the case, because this practice make employees to overwork which can lead to poor customer service. Moreover, although most of the supermarkets are facing higher employee turnover due to low salaries and job hopping behavior of the staff, they still need to appoint skilled and experienced staff to provide better services for customers.

Furthermore, these supermarkets should expand their advertisements and promotions to create customer awareness on the benefits of shopping at the supermarkets. In addition, they can extend their operations to be click and brick stores by offering as offer online shopping services to provide the benefits of convenient shopping, secure payment, and quick delivery service. They can also promote the use of smart cards and credit cards by offering attractive incentives since it is a powerful tool to collect customer information in building relationship with valuable customers of the firm. Moreover, in the connected world, supermarkets can find out possibility to extend their operations oversea to increase their market potential in order to realize economy of scales by enlarging the markets.

Thus, the supermarket practicing cost leadership strategy should offer its products and services to a broad market at the lowest prices by having lower overall costs than its competitors. By doing so, these supermarkets can realize sales growth and larger market share and thereby, accomplish their strategic goals in choosing target markets.

For the supermarkets that adopted differentiation strategy, the study found that their sales have gradually grown and firms' performance are steadily improved. They offer a variety of products to meet customers' needs with reasonable prices and sufficient customer services. However, these supermarkets still need to offer unique quality products with special features with superior delivery service to create superior customer value in their choosing target market. The store layout and styles and assortment of products should be designed in the manner distinct from their competitors and well position themselves to suit the tastes and preferences of customers. As car parking space is an important need for the supermarket practicing differentiation strategy, supermarkets should provide convenient access and enough space for cars parking. Moreover, to offer differentiated products, supermarkets should conduct regular market survey to understand evolving market ends and to fulfill the changing needs of targeted customer.

The supermarkets practicing focus strategy mainly emphasize on high-end market and offer unique high quality products with premium price in accordance with the changing life style and consumer behavior in Myanmar. In this strategic group, the sales is gradually increased that lead to improving firm's performance. However, these supermarkets can further improve their performance by focusing specific needs of niche consumers. Moreover, they have the opportunity to find another niche market opportunity by thoroughly observing needs and behaviors of target customers.

In addition, since store layout and product assortment style also play a major role in attracting more and more customers, supermarkets should strategically arrange and alter them to create new look and distinct experience for the targeted customers. Furthermore, supermarkets should have regular training programs to give outstanding customer services which also create an opportunity to charge premium price. For this strategic group, the convenience and pleasure experience are paramount of importance; the place and space of supermarkets are important considerations for those supermarkets. To do so, the supermarkets need to choose the location appropriate with the buying behavior of targeted customers and to offer enough parking space and to create ambient environment in attracting customers.

For all supermarkets that adopt any competitive strategies, it is imperative not only to offer the products with appropriate marketing mix in accordance with the characteristics of target market, but also practice internal marketing targeting to their own staff with right recruitment policy, right training programmers, and right motivation measures in order to successfully implement their choosing strategy.

Based on the results of this analysis, it is safe to suggest that practicing differentiation strategy and focus strategy can enhance the performance of the firm, under the context of market situation in Myanmar. In addition, having sources of investment, possessing skill and experience of management, and establishing networks and supply chain management are essential factors improving performance of the supermarkets. Although the cost leadership strategy cannot improve the firm performance of supermarkets in current situation in Myanmar, it can be an appropriate strategic choice for large retail enterprises in the long-term since changing lifestyle of Myanmar people and improving economic environment of the country are factors creating an opportunity to practicing cost leadership strategy. Therefore, it can take place as an effective strategy for supermarkets in the later years.

In conclusion, supermarkets should monitor the changing market trends in Myanmar in order to adopt the competitive strategies in accordance with altering customer's tastes and preferences, attitude and behavioral pattern and by doing so, it can expect to enhance the performance of supermarket industry in Yangon.

6.3 Needs for Further Research

This study analyzes the effect of competitive strategy on supermarket's performance. This study only focuses on supermarkets and does not include convenience stores, departmental stores, mini markets, and shopping malls/centers. An extension to the study covering these areas would give a better picture of the retail industry which is a vital element of the economy.

Moreover, this study mainly emphasizes on competitive strategies and performance of supermarkets in Yangon area and excludes other area in Myanmar. Thus,

the study on strategies of supermarkets located in all cities in Myanmar can also be a fruitful research. A more in-depth research using other typologies such as those suggested by Miles and Snow (defender, prospector, analyzer, and reactor), Bowman's Strategic Clock (low price and low value added, low price, hybrid, differentiation, focused differentiation, risky high margins, monopoly pricing, loss of market share) should be carried out to give better insight for setting up strategies to realize sustainable competitive advantages. Further, the analysis could be applied in other industries such as manufacturing, construction, financial services for planning and formulates of strategies for improving performance of the firms in their respective industry.

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Appendix (A)

Preliminary Survey Questions for In- Depth Personal Interview

I.
a. Does your supermarket set up strategy firstly?
b. Does your supermarket decide to choose firms' operational characteristics after setting up strategy?
c. If your supermarket has established strategy, which strategy does your supermarket use? How did your supermarket practice with this strategy?
d. What does your supermarket offer consumers to survive among your competitors?
e. How many branches does your supermarket have?
f. How many employees do you engage in your supermarket?
g. Does your supermarket provide staff training?
h. Does your supermarket have Marketing Plan?
i. Does your supermarket meet the sales target in previous year?
j. Do you think that your supermarket meets the customers' expectation?
k. Do you think your supermarket provide sufficient customer services for your customers?

Cost leadership strategy

a. Does your supermarket keep prices lower than competitors in order to attract customers?
b. Does your supermarket always emphasize on price competition concerning with competitors?
c. Does your supermarket's products are cheaper compared to other supermarkets?
d. How does your supermarket manage to improve operational efficiency?
e. Does your supermarket use knowledge from past experience?
f. Does your supermarket try to minimize distribution costs?
g. Does your supermarket reduce unprofitable items?
h. Does your supermarket use to reduce staff when customer's demand level decreases?
i. Does your supermarket offer a wide variety of products to customers?

Differentiation Strategy

a. Does your supermarket offer new products to customers?
b. Does your supermarket offer unique products and multiple features to customers?
c. Does your supermarket offer branded items to customers?
d. Does your supermarket provide high quality products?
e. Does your supermarket's superior delivery service is faster than competitors?
f. How does your supermarket's store display/layout change?
g. Does your supermarket use the intensity of advertising and marketing for market penetration?
h. Does your supermarket have enough cars parking for consumers?
i. Does your supermarket focus on new products and existing products adaptation to provide better consumers services?

Focus Strategy

a. Does your supermarket target a specific market?
b. Does your supermarket offer products/services with premium price?
c. Does your supermarket focus buyer characteristics in the market?
d. Does your supermarket build a positive reputation within the industry?
e. Does your supermarket provide outstanding customer service?
f. Does your supermarket create product range (specifications) for special customers' group?
g. Does your supermarket try to attempt to maintain the present price and present market share?

II. a. If your supermarket decides to choose operating characteristics firm after setting up strategy, how does your supermarket choose?

b. Does your supermarket's operational characteristic adopt important factors to improve supermarket's performance?

Location

a. Does supermarket location support the competitive strategy of your business?
b. Does your supermarket's location have a convenient and easy access?
c. Does your supermarket's shopping environment have safety and comfort?

d. Is your supermarkets' location located in the shopping malls/shopping centers or separately?
e. Does your supermarket have locational advantage among nearby shops?

Capital

a. Do you invest sufficient amount capital to execute your completive strategy successfully?
b. Does your supermarket invest significant amount of capital which made the success of supermarket?
c. Is your supermarket's working capital a determinant of smooth operation?
d. Does your supermarket invest in fixed assets for the success of the supermarket?
e. Does your supermarket invest on human capital such as recruiting skilled employees and training and developing them for the success of the supermarket?
f. Is your supermarket equipped and decorated with modernized and utilize sophisticated system?

Managerial Skill

a. Do you base your human resources planning on chosen competitive strategy of your firm?
b. How does your supermarket appoint requirement of skillful managers and staff?
c. Do you possess ability to think strategically-to take the broad and long term view?
d. Could your managers able to analyze and forecast customer's behavior?
e. Do your managers have the capability to identify, evaluate and solve problems in their daily operations?
f. Could your managers able to build good relationship with employees, supplies, customers, competitors and authorized persons?
g. Could your managers able to lead employees to perform with their full potential of the commitment for the work done?

Network and Supply Chain

a. Does your networking and supply chain management system match the requirements of your competitive strategy?
b. How does your supermarket build network with suppliers and customers?

c. Does your supermarket have suppliers who provide quality products as requirement of the firm?
d. Does your supermarket have suppliers who provide fast order cycle time than other competitors?
e. Does your supermarket have reliable delivery system and accurate order fulfillment by the suppliers?
f. Have your supermarket set up supply chain management to be flexible and delivered at specified time?

Outcomes of Personal Interview with Senior Managers of Supermarkets

To determine the nature of supermarkets in Yangon, their competitive strategy and operation characteristics of supermarkets, owners/senior managers of 15 groups of supermarkets are individually interviewed with predetermined questionnaire as well as opened discussion on current situation in supermarket industry in Yangon.

All senior managers responded that according to the nature of supermarkets, top management have to determine which strategy should be practiced based on to realize their respective organizational goals. They approved that once strategy has been identified, operational characteristics required to operationalize the set up strategy is determined.

According to responses of senior managers, they revealed that the top management have to specify the characteristics of supermarkets location, financing plan, capabilities and resources including hard and soft skill of managerial and operational staff, the structure of supply chain and networking system and other operational characteristics. For the selection of location, the survey on the demographic characteristics of neighborhoods and environmental factors are conducted and the final selection of location is approved by the top management. Moreover, skill and experience of managers play an important role in running the business successfully. Therefore, the recruitment, selection, training and development, evaluating performance and motivation and rewards of managerial and operational staff are specified in accordance with chosen competitive strategy, in fact, all of these are imperative in execution of the chosen strategy. In addition, it is also understood that established supermarket must be able to build a good relationship with the suppliers and other business service providers, in order to receive a regular supply of goods and services. Thus, to realize the specified objective of supermarkets and to improve the firm performance, operational characteristics are needed to specify based on the strategic orientation of the supermarkets in Myanmar.

According to the responses from in-depth interview with the senior managers of supermarkets, Ocean, Sein Gay Har, Gandamar Wholesale, Ruby Mart, Super One, Orange and Asia Light supermarkets practices cost leadership strategy. By adopting cost leadership strategy these supermarkets target all level of customers. These supermarkets

strive to have the lowest cost in their stores and use penetration pricing which means setting low prices in order to attract customers and gain market share. Among them, Super One, Orange and Asia light gain benefits by reducing costs in all aspects. They mentioned that they choose the location that match with the required characteristics of cost leadership strategy. As customers prefer to buy low cost products at convenient places, they chose supermarkets' location which is easy access and convenient for targeted customers. Moreover, they have to invest significant amount capital to reduce variable costs in operations and to offer a variety of products with fair price. In addition, supermarkets usually open for (12) hours, commencing from 9:00 am till 9:00 pm daily, the employees (sale staff) are assigned only one shift to reduce the labor cost. These supermarkets appointed skill and experience managers to run daily operations and manage their staff. Moreover, managers also observe customer's purchasing pattern and products demand to respond swiftly to changing market situation. Thus, supermarkets practicing cost leadership strategy implement their strategy execution process to be effective in a competitive retail environment.

The second groups of supermarkets those practicing differentiation strategy are City Mart, Capital and Star Mart I and II. According the responses of senior managers, they target the middle and high income customers who stay in inner urban area and offer quality products at reasonable price. These supermarkets have to invest large amount of capital to provide target customers' requirements. To reach their strategic goals, these supermarkets operate (24) hours with two shift assignments, provide training for its employee to offer better services and to attract and retain a larger number of customers. To execute differentiation strategy, they have to purchase different quality products from top suppliers after observing the customer' requirement.

The third group of supermarkets includes Marketplace and Myanmar Big shop which practice focus strategy. Senior managers of both supermarkets reveal that they craft the strategy that suit with their target markets, firm’s resources and capabilities, and competitive position in the market. Then, they choose the location of supermarket, stipulate the amount of capital requirement, identify the human resources requirements including skills and experience, design the supply network and build the relationship with reliable suppliers based on characteristics of target market. Marketplace targets upper class and foreigners who normally purchase premium items which are not available elsewhere. Thus, Marketplace supermarket tries to provide sophisticated

customers with internationally accepted branded products. The location is generally selected at areas where foreigners and upper level reside. Marketplace offers high quality products, comprehensive product range, superior customer services and pleasant shopping environment; all of these support to enhance customer's perception on the store. To do so, Marketplace invested significant amount of capital and employ experienced and skilled labor. Myanmar Big shop focuses religious products for Buddhist customers. Accordingly, the location of supermarkets has to choose the place closed to pagodas and monasteries. Its customers are mostly philanthropic who buy these products mainly for donation. Myanmar Big shop launches seasonal sale promotion in religious season such as Thadingyut and Dazaundaing. Thus, both supermarkets adopting focus strategy are able to satisfy customers who visit them.

The findings on analyzing the responses of senior managers int personal interviews highlight the fact that supermarkets firstly identify their competitive strategy based on characteristics of target market, firm’s resources and capabilities, and its competitive position in the market. They believe that long-term survival of a supermarket is a function of specifying operation characteristics in accordance with their choosing strategy, effective and efficient implementation of the strategies, adapting and updating strategy in responses to changing environment. Therefore, it can be concluded that all of those above mentioned factors can be regarded as critical in attaining superior performance of a supermarket relative to its rivals.

Appendix (B)

Questionnaire for Managers

"Competitive Strategies and Performance of Supermarkets in Yangon"

Section A: General Information (Please fill the blanks and tick appropriate box that best describes your situation)

1. Name …….

2. Job Title……

3. Gender

☐ Male ☐ Female

4. Marital Status

☐ Single ☐ Married ☐ Others

5. What is your highest level of education?

☐ Bachelor ☐ Master

☐ Ph .D ☐ others

6. What is your age?

☐ Below 30 ☐ 35-40

☐ 41-45 ☐ Above 45

7. What is your working experience?

☐ Below 5 ☐ 5-10

☐ 10-15 ☐ Above 15

8. Service years in this supermarket?

☐ Below 10 years ☐ 10-15

☐ 16-20 ☐ 21 and above

Section B: Supermarket

1. Name of the supermarket……

2. Location…….

3. Year of opening……

4. Your supermarket's area (sq. feet)……

5. Legal status of the Company or Form of ownership

- ☐ Independent sole ownership ☐ family business
- ☐ Limited partnership
- ☐ Private limited company
- ☐ Public limited liability Company

6. How many branches of the supermarket have? If any

- ☐ Below 5 ☐ 6-10
- ☐ 11-15 ☐ Above 16

7. Number of employees in the supermarket.

- ☐ Below 100 ☐ 101-150
- ☐ 151-200 ☐ 201 and above

Section C: Competitive Strategies

To what extent do you use each of the following as competitive strategies in response to changes in the market? Please rate by ticking the appropriate box in a scale of 1-5 where (1=Not at all; 2=rarely apply; 3=moderately / fairly apply; 4= frequently apply; 5= always apply)

Sr. No.	Items	1	2	3	4	5
1	The supermarket tries to keep charges lower than competitors.					
2	The supermarket tries to keep overheads lower than others.					
3	The supermarket uses knowledge from past experience.					
4	The supermarket reduces the prices of goods in order to attract customers.					
5	The supermarket used to reduce number of staff.					

Sr. No.	Items	1	2	3	4	5
6	The supermarket tries to attempt to maintain the present price and present market share.					
7	The supermarket tries to minimize distribution costs.					
8	The supermarket always emphasizes on price competition with competitors.					
9	The supermarket always studies consumers' needs and behavior carefully to learn what consumers' value and willing to pay for items					
10	The supermarket emphasizes on new products and existing products adaptation to provide better consumers services.					
11	The supermarket always offers consumers' desired attributes that are clearly different from competitors.					
12	The supermarket uses the intensity of advertising and marketing for market penetration.					
13	The supermarket tries to deliver superior value to consumers by satisfying their expectations with good-to- excellent quality, features and performance.					
14	The supermarket's products are the cheaper than in comparison with other supermarkets.					
15	The supermarket offers the product and services that can charge premium price on customers.					
16	The supermarket tries to develop brand identification.					
17	The supermarket tries to develop a broad range of new products/services.					
18	The supermarket offers unique products and multiple features to customers.					
19	Product differentiation's style of the supermarket distinct from our competitors.					
20	The supermarket offers innovation (new products/ services availability) to customers.					
21	The supermarket's superior service delivery is faster than our competitors.					
22	The supermarket always provides staff training.					
23	The supermarket conducts regular market survey to the need of specific customer services.					

Sr. No.	Items	1	2	3	4	5
24	The supermarket offers specialized items based on buyer characteristics.					
25	The supermarket targets a specific market.					
26	The supermarket offers the products/services with premium prices.					
27	The supermarket provides specialty products/services.					
28	The supermarket builds a positive reputation within the industry.					
29	The supermarket tries to provide outstanding customer service.					
30	The supermarket creates product range (specifications) for customers.					

Section D: Organizational Performance

1. Please indicate sales growth rates of your supermarket by checking the appropriate category in each column.

Sale Growth Rate

Year	Decrease	Increase	Rate of Increase/Decrease
2012			
2013			
2014			
2015			
2016			
2017			

2. Please describe the number of branches at the end of each year.

At the End of Year	Number of branches
2012	
2013	
2014	
2015	
2016	
2017	

3. Please describe the number of employees (approximately) at the end of each year.

At the End of Year	Number of Employees
2012	
2013	
2014	
2015	
2016	
2017	

Section E: Firms' Operational Characteristics

Please give your rate on the following aspects of Firm's operational characteristics. How apply are these factors of the supermarket (mediating variable) for your choice score index on a scale of 1 to 5 (1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree)

1. Location

Sr. No.	Items	1	2	3	4	5
1	Supermarket's location is convenient for transportation.					
2	Supermarket's location is easily accessible.					
3	Supermarket creates shopping environment with safety and comforts.					
4	Supermarket is established under/in shopping malls/shopping centers.					
5	Supermarket has locational advantage among nearby shops and supermarkets.					

2. Capital

Sr. No.	Items	1	2	3	4	5
1	Investing significant amount of capital made the success of supermarket.					
2	Working Capital is a determinant of smooth operation of the supermarket.					
3	Investing in Fixed Assets is imperative for the success of the supermarket.					

Sr. No.	Items	1	2	3	4	5
4	Investing human capital such as recruiting skilled employees and training and developing them is imperative for the success of the supermarket.					
5	Shops are equipped and decorated with modernized and sophisticated system.					

3. Managerial Skill and Experience

Sr. No.	Items	1	2	3	4	5
1	Managers possess ability to think strategically-to take the broad and long term view.					
2	Managers are able to analyze and forecast customer's behavior.					
3	Managers have the capability to identify, evaluate and solve problems in their daily operations.					
4	Managers are able to build good relationship with employees, supplies, customers, competitors and authorized persons.					
5	Managers are able to lead employees to perform with their full potential of the commitment for the work done.					

4. Network & Supply Chain

Sr. No.	Items	1	2	3	4	5
1	Supermarket builds network with suppliers and customers.					
2	Supermarket has suppliers who provide quality products as requirement of the firm.					
3	Supermarket has suppliers who provide fast order cycle time than other competitors.					
4	Supermarket has reliable delivery system and accurate order fulfillment by the suppliers					
5	Supermarket set up Supply chain Management to be flexible and delivered at specified time.					

Thank you for your Response and Cooperation

Questionnaire for Employees

Part 1: A Background Information (Please fills the blacks and tick appropriate box that best describes your situation)

Your Job Title: ----------

Division: ----------

Contact Phone No.: ----------

1. What is the range of age?

☐ Under 20 ☐ 20-30

☐ 30-40 ☐ 40-50

2. Gender

☐ Male ☐ Female

3. Marital Status

☐ Single ☐ Married

☐ Others ☐ Do not want to tell

4. Education

☐ High School level ☐ Graduate

☐ Post Graduate ☐ Others

5. Monthly Salary (Kyats)

☐ < 100,000 ☐100,000 - 200,000

☐ 200,000 - 300,000 ☐ 300,000 - 400,000

6. How long have you been working at supermarket?

☐ < 3years ☐ 3-5 years

☐ 5-10 years ☐ >10 years

7. Have you had any job training since you joined supermarket?

☐ Yes ☐ No

State the type of training and duration.

---

8. Is there special career path for development in supermarket?

☐ Yes ☐ No

9. When was your last promotion?

   Date: Month: Year:

- Are you satisfied with the promotion scheme?

   ---

10. Have you ever been on the honors list or received awards given by the supermarkets?

   ☐ Yes ☐ No

   If yes, give more detail information.

Part 2: Employees Satisfaction with their job at Supermarket:

The following factors determine how satisfied you are with supermarket?

(Score Index: 1- Strongly Disagree, 2-Disagree, 3-Neutral, 4- Agree & 5- Strongly Agree).

Sr. No.	Items	1	2	3	4	5
1	Supervisor gives empowerment to employee with his/ her responsibility.					
2	Supervisor encourages employee to participate with peers at supermarket.					
3	Supervisor creates a motivating and supportive work for employee.					
4	Supervisor recognizes and values employee's idea, suggestion and opinion which effect on performance of supermarket.					
5	Job creates employee good relationship with supervisors and co-workers.					
6	Employee motivates the appreciation from supervisor when he is performing well.					
7	Job offers employee a feeling of proud concerning his/ her work.					
8	Employee able to utilize her/his skills, abilities and experience in her/his present position.					
9	Employee receives regular training which helped me improve their work efficiency.					
10	Employees receive opportunities for improving their skills and knowledge in the course of their work.					
11	Employee receives recognition or praise for doing a good work.					

Sr. No.	Items	1	2	3	4	5
12	The salaries and incentives programs of supermarket meet with employee's expectation.					
13	Employee satisfies promotion programs of supermarket.					
14	Supervisor provides employee sufficient information relating to his/ her work.					
15	Supervisor provides employee actionable suggestions for improving employee's work or performance.					
16	Employee receives a balance of personal life and work life.					

Thank you for your Response and Cooperation

Questionnaire for Customers

1. Name----------
2. Male/Female----------
3. Age----------
4. Educational qualification

   ☐ High School level ☐ Graduate

   ☐ Post Graduate ☐ Others
5. Occupation

   ☐ Government employee ☐ business owner

   ☐ Employee ☐ student

   ☐ Dependent ☐ Others
6. How many times do you shop at the supermarket once a month?

   ---
7. What is your favorite supermarket? Please tick priority rank.

   ☐ Marketplace ☐ City Mart

   ☐ Orange ☐ Ocean

   ☐ Sein Gay Har ☐ Capital

   ☐ Star Mart ☐ Ruby Mart

   ☐ Gadamar Wholesale ☐ Ga Mone Pwint

   ☐ Myanmar Big Shop ☐ Fuji

   ☐ Asia Light ☐ Super one

   ☐ Day to Day

Part 2: Customer Satisfaction on Performance of Supermarket:

The following factors determine how satisfied you are with supermarket?

(Score Index: 1- Strongly Disagree, 2-Disagree, 3-Neutral, 4- Agree & 5- Strongly Agree).

Sr. No.	Items	1	2	3	4	5
1	Supermarket always meets the customer's expectations.					
2	Supermarket can attract customers to increase the frequency of visits.					
3	Supermarket offers wide selection of brands and variety of products and services.					
4	Supermarket offers high quality merchandises.					
5	Supermarket has skilled and experienced staff to assist and solve customer’s problems quickly.					
6	Supermarket provides superior services.					
7	When customer needs, supermarket provides the service promptly.					
8	The store design and layout are arranged with customer orientation.					
9	Supermarket offers customer loyalty programmes.					
10	The display/layout of items are easier for customers to find out required items.					
11	Supermarkets can create customer preference for repeat purchases.					
12	Shopping experience made customers to enhance their positive image on supermarket.					

Thank you for your Response and Cooperation

Appendix (C)

List of Respondents Participated In-depth Personal Interview

1. Daw May Zin Soe Htet, Marketing Director, City Mart Holding Co., Ltd.
2. U Aung Zaw Khine, Marketing Manager, City Mart Holding Co., Ltd.
3. Daw Khin May Oo, Business General Manager, City Mart Holding Co., Ltd.
4. U Wine Chit Oo, Marketing & Branding Manager, Capital hypermarket, PAC Link Trading Limited.
5. U Zaw Lin Htet, Floor Manager, Sein Gay Har Supercenter.
6. U Nay Lynn Oo, Managing Director, Ga Mone Pwint shopping Center.
7. Daw Khin Khin Zin, Marketing Executive, Orange Co., Ltd.
8. U Kyaw Myo Naing, Marketing Manager, Star Mart Supermarket, Dagon International Ltd.
9. Daw Mar Lar Oo, General Manager, Super One Co., Ltd.
10. Daw Toe Toe Naing, General Manager, Fuji Supermarket.
11. Daw Kyu Kyu, General Manager, Asia Light Supermarket, Asia World Co., Ltd.
12. Daw Than Than Win, General Manager, Shwe Gadamar International Trading Limited.
13. U Kyaw Zayar Win, General Manager, Shwe Gandamar International Trading Limited.
14. Daw Thwe Thwe Aung, Marketing& Merchandising Manager, Myanmar Big Shop Supermarket.
15. U Win Soe, Managing Director, Day to Day Supermarket, United Living Mall.

Appendix (D)

List of Respondents Participated in Questionnaire Survey

1. Daw Zar Lwin Moe, Business Manager, City Mart Holding Co., Ltd.
2. Daw Thet Thet Mar, Center Manager, City Mart Holding Co., Ltd.
3. U Yay Chan Ko Ko, Hledan Center Branch Manager, City Mart Holding Co., Ltd.
4. U Ko Ko Maung, Junction Maw Tin Branch Manager, City Mart Holding Co., Ltd.
5. U Kyaw Thura Tint, Shwe Mya Yar Branch Manager, City Mart Holding Co., Ltd.
6. Daw Khin Yadanar Thein, 47th Street Branch Manager, City Mart Holding Co., Ltd.
7. Daw Phuy Phuy Swe, Ocean (North Point) Supercenter, Branch Manager, City Mart Holding Co., Ltd.
8. Daw Aye Aye Soe, Ocean (Shwegondine) Supercenter, Branch Manager, City Mart Holding Co., Ltd.
9. Daw Ya min Oo, Ocean (East Point) Supercenter, Branch Manager, City Mart Holding Co., Ltd.
10. U Kyaw Ko Ko Htet, Marketplace by City Mart (Golden Valley), Branch Manager, City Mart Holding Co., Ltd.
11. U Phyo Ko Ko, Marketplace by City Mart (HAGL), Branch Manager, City Mart Holding Co., Ltd.
12. U Aung Nay Myo, Marketplace by City Mart (FIM), Branch Manager, City Mart Holding Co., Ltd.
13. Daw Hinn Zar Kyi Aung, Branch Manager, Capital (Aung San) Supermarket, PAC Link Trading Limited.
14. Daw Wai Mar Tun, Center Manager/ U Shain Zaw Hthet, Branch Manager, Capital (North Dagon) Supermarket, PAC Link Trading Limited.
15. U Aung Kyaw Lwin, Branch Manager, Capital (Htee Tan) Supermarket, PAC Link Trading Limited.
16. U Zaw Lin Htet, Floor Manager, Sein Gay Har (Hledan) Supercenter.
17. U Mg Mg Khin , General Manager, Sein Gay Har (Parami) Supercenter.
18. U Than Aung, General Manager, Sein Gay Har (Thamaine) Supercenter.
19. U Myint Han, General Manager, Ga Mone Pwint (Thein Gyi Zay) Supermarket.
20. Daw Mya Mya Kyi, Marketing Manager, Ga Mone Pwint (Bo Ga Lay Zay) Supermarket.
21. Daw Sanda Khin, Marketing Manager, Ga Mone Pwint (Kabar Aye) Supermarket.

22. Daw Khin Khin Zin, Marketing Manager, Orange (Thamein Bayan) Supermarket, Orange Co., Ltd.
23. DawNan Yadana Thein, Branch Manager, Orange (Taw Win) Supermarket, Orange Co., Ltd.
24. Daw Oo Mar, Branch Manager, Orange (Waizayantar) Supermarket, Orange Co., Ltd.
25. Daw Aye Aye Cho, Branch Manager, Star Mart 1 Supermarket, Dagon International Ltd.
26. U Myo Min Naing, Marketing Manager, Star Mart 2 Supermarket, Dagon International Ltd.
27. Daw Marlar Oo, General Manager, Super One (KSS) Supermarket, Super One Co., Ltd.
28. Daw Hin Lai Yee, Branch Manager, Super One (Hlaingthayar) Supermarket, Super One Co., Ltd.
29. Daw Htay Htay Nwe, Branch Manager, Super One (Shwe Bai Thar) Supermarket, Super One Co., Ltd.
30. Daw Toe Toe Naing, General Manager, Fuji Supermarket.
31. Daw Aye Aye Khine, Branch Manager, Asia Light (Palai Condo) Supermarket, Asia World Co., Ltd.
32. Daw Nan Thanda Win, Branch Manager, Asia Light (Witoriya) Supermarket, Asia World Co., Ltd.
33. Daw Than Than Win, General Manager, Shwe Gandamar International Trading Limited.
34. Daw Thwe Thwe Aung, Marketing& Merchandising Manager, Myanmar Big Shop Supermarket.
35. U Win Soe, Managing Director, Day to Day Supermarket, United Living Mall.

Appendix (E)

Branches of Each Group of Supermarkets

Table (1.1) The branches of **City Mart Supermarket** and their years of establishment.

Sr.No	Branches	Years of establishment
1	City Mart, Aung San	1996
2	City Mart, 47th Street	1998
3	City Mart, Junction 8	1999
4	City Mart, FMI city	2000
5	City Mart, Yankin Centre	2000
6	City Mart, Junction Zawana	2007
7	City Mart, Shwe Mya Yar	2007
8	City Mart, China Town Point	2008
9	City Mart, Myay Ni Ghone	2008
10	City Mart, Junction Mawtin	2010
11	City Mart, Thamine	2012
12	City Mart, Junction Square	2012
13	City Mart, Star City	2014
14	City Mart, AKK	2014
15	City Mart, South Dagon	2014
16	City Mart, Shwe Pinlon	2015
17	City Mart, 19th Street	2015
18	City Mart, Tharkayta Ayeyarwun	2015
19	City Mart, Wayzayanda	2015
20	City Mart, Hledan Center	2015

Sr.No	Branches	Years of establishment
21	City Mart, Pinlon Sittaung	2015
22	City Mart, Junction City	2017

Table (1.2) The branches of **Ocean Supercenter** and their years of establishment.

Sr.No	Branches	Years of establishment
1	Ocean Super Center ,North Point, Yangon	2008
2	Ocean Super Center ,East Point, Yangon	2010
3	Ocean Super Center, Ottarathiri Township, Nay Pyi Taw	2011
4	Ocean Super Center, Dekkhinathiri Township, Nay Pyi Taw	2011
5	Ocean Super Center, Yadanarpon Diamond Plaza, Mandalay	2011
6	Ocean Super Center, Chan Myae Thar Zi Township, Mandalay	2014
7	Ocean Super Center, South Monywa Ward, Monywa	2014
8	Ocean Super Center, Shwe Gone Daing ,Yangon	2015
9	Ocean Super Center, Kanna Road, Beside Townhall, Pathein.	2016
10	Ocean Super Center, Than Lwin Garden, Mawlamyine.	2016
11	Ocean Super Center, Hlaing Tharyar ,Yangon	2017
12	Ocean Super Center, Taunggyi, Shan State	2017

Table(1.3)The branches of **Marketplace by City Mart** and their years of establishment.

Sr.No	Branches	Years of establishment
1	Marketplace, Golden Valley Branch, Yangon	2011
2	Marketplace, Park son FMI Branch , Yangon	2013
3	Marketplace, HAGL, Yangon	2015
4	Marketplace, Chauk Khwel (6 ½mile), Yangon	2016

Table (1.4) The branches of **Capital Supermarket** and their years of establishment.

Sr.No	Branches	Years of establishment
1	Capital, Min Nandar road, Dawbon Township, Yangon	2008
2	Capital, Yarzarthingaha road, Deckkhina Thiri Township, Nay Phi Taw	2011
3	Capital, Corner of pinlon and Thinwin Street, 33 Qr , North Dagon Township, Yangon	2013
4	Capital, Thudhama Road & Corner of Zabe 3rd Street, Hta Wun Be, Yard, North Okkala Tsp, Yangon.	2014
5	Capital, Aung San Stadium Street, Pha Sa Pala yard, Mingalar Taung Nyunt Township, Yangon.	2015
6	Capital(HteeTan), Strand Road, Zaylay Yard, Kyi Myin Daing Township ,Yangon	2015

Table(1.5)The branches of **Sein Gay Har Supermarket** and their years of establishment.

Sr.No	Branches	Years of establishment
1	Sein Gay Har I, Maha Bandoola Road	1985
2	Sein Kaung Gay Har, Maha Bandoola Road	1993
3	Sein Gay Har (central Mart) Maha Bandoola Road	1995
4	Sein Gay Har Supercenter(Parami), Pyay Road	2004

Sr.No	Branches	Years of establishment
5	Sein Gay Har Supermarket (Hledan center), Hledan Road	2008
6	Sein Gay Har Supermarket, Bo Aung Kyaw Street	2008
7	Sein Gay Har Supermarket (Thamine), Insein Road	2010

Table (1.6) The branches of **Ga Mone Pwint** and their years of establishment.

Sr.No	Branches	Years of establishment
1	Ga Mone Pwint, Bargayar Road, Sanchaung Township	1995
2	Ga Mone Pwint , Bo Ga Lay Zay , Downtown	1999
3	Ga Mone Pwint , Thein Gyi Zay(D), Downtown.	2002
4	Ga Mone Pwint , Kabar Aye Pagoda Road, Parami Road.	2008
5	Ga Mone Pwint , San Yeik Nyein, Insein Road	2016

Table (1.7) The branches of **Orange Supermarket** and their years of establishment.

Sr.No	Branches	Years of establishment
1	Blazon Department Store, U Wisara Road	2000(close)
2	Orange, Maha Bandoola Street	2004
3	Orange, G Floor, Waizayantar Shopping Centre	2005
4	Orange, Thu Damar Road	2007
5	Orange, Min Nandar Road	2007
6	Orange, Parami Road	2007
7	Orange, Lower Kyee Myin Daing Road	2008
8	Orange, 80th Street, Mandalay	2008

Sr.No	Branches	Years of establishment
9	Orange, Great Wall Shopping Centre, Mandalay	2009
10	Orange, Thamain Bayan Road	2010
11	Orange, Room 1/B, Underground, Taw Win Centre	2010
12	Orange, 84th Street, Mandalay	2015

Table (1.8) The branches of **Star Mart Supermarket** and their years of establishment.

Sr.No	Branches	Years of establishment
1	Star Mart I, G Floor, Dagon Centre1	2008
2	Star Mart II, G Floor, Dagon Centre 2	2012

Table (1.9) The branches of **Super One Supermarket** and their years of establishment.

Sr.No	Branches	Years of establishment
1	Super One, Shwe Bon Thar Street.	1995
2	Super One,(KSS), Lay Daunk Kan Road	1998
3	Super One, Hlaingthayar.	2002
4	Super One, Kaba Aye Pagoda Road, Taw win plaza.	2005
5	Super One, 397, Bogyoke Aung San Road	2008
6	Super One (suma), Nay Pyi Taw.	2014
7	Super One (Junction square), Nay Pyi Taw.	2015
8	Super One (Victoria Prime,) People Square, Yangon.	2015

Table (1.10) The branches of **Fuji Supermarket** and their years of establishment**.**

Sr.No	Branches	Years of establishment
1	Fuji, Corner of 80 th and 30 th Street, Mandalay.	1989
2	Fuji, 62 th Street, Myothit, Mandalay.	2011
3	Fuji, U Pwar Street and 78 th Street, Mandalay.	2012
4	Fuji, Kyauktada Township, Yangon.	2012
5	Fuji, 78 th Street, Mandalay.	2014

Table (1.11) The branches of **Asia light Supermarket** and their years of establishment.

Sr.No	Branches	Years of establishment
1	Asia light, Upper Pazundaung Road.	1995
2	Asia light, Taunggyi.	1999
3	Asia light (Palai Condo), Ka ba Aye pagoda Road.	2001
4	Asia light, Alan Pya Pagoda Rd, La Pyayt Wun Plaza.	2002
5	Asia light, Tharyar Gone Ward, Mingalar Taung Nyunt.	2004
6	Asia light, Chan Thar Plaza.	2007(closed)
7	Asia light, Pyinmanar, Nay Pyi Taw.	2007
8	Asia light, Tha Pyay Gone Road, Nay Pyi Taw.	2008
9	Asia light, Myo Ma Zay Gyi , Nay Pyi Taw.	2009
10	Asia light, Zay Yar Thiri Shopping Mall.	2009 (closed)
11	Asia light, at International airport.	2009
12	Asia light, at Witoriya Hospital.	2009

Table (1.12) The branches of **Gandamar Wholesale** and their years of establishment**.**

Sr.No	Branches	Years of establishment
1	Gandamar Wholesale, Mayangan township, Yangon.	2011
2	Gandamar Wholesale, Yangon-Mandalay Road, Mandalay.	2013

Table (1.13) The branches of **Ruby Mart Supermarket** and their years of establishment.

Sr.No	Branches	Years of establishment
1	Ruby Mart, Bogyoke Aung San Road, Yangon.	2010
2	Ruby Mart, Meikhtila.	2012
3	Ruby Mart, Pyin Oo Liwn.	2015

Table (1.14) The branches of **Myanmar Big Shop Supermarket** and their years of establishment.

Sr.No	Branches	Years of establishment
1	Myanmar Big Shop I, Former Ye-da-shay road	2010
2	Myanmar Big Shop II, Former Ye-da-shay road	2010
3	Mother Shop (May May Zaykhin), Tamwe Township,	2010

Table (1.15) The branches of **Day to Day Supermarket** and its years of establishment.

Sr.No	Branches	Years of establishment
1	Day to Day, Kyaik Ka San Road, Tamwe Township.	2009

Appendix (F-1)

List of Group of Supermarkets and Selected Branches

Sr. No.	Name of Supermarkets	Head office	Branches
1.	City Mart	Sanchaung Township	1. City Mart (Myay Ni Ghone)
			2. City Mart (Tha Mine)
			3. City Mart (Junction Square)
			4. City Mart (South Dagon)
			5. City Mart (Shwe Mya Yar)
			6. City Mart (47 street branch)
2.	Ocean	Sanchaung Township	1. Ocean (North point)
			2. Ocean (Shwegondine)
			3. Ocean (Puzundaung)
3.	Marketplace	Sanchaung Township	1. Marketplace (Golden Valley)
			2. Marketplace (HAGL)
			3. Marketplace (FMI)
4.	Capital	Dawbon Township	1. Capital (North Dagon)
			2. Capital (Htee Tan)
			3. Capital (Aung San)
5.	Sein Gay Har	Tha Mine, Parami Road	1. Sein Gay Har (Hledan)
			2. Sein Gay Har (Parami)
			3. Sein Gay Har (Tha Mine)
6.	Ga Mone Pwint	Mayangone	1. Ga Mone Pwint (Bo Ga Lay Zay)
			2. Ga Mone Pwint (Thein Gyi Zay)
			3. Ga Mone Pwint (Kabar Aye)
7.	Orange	Tarmwe Township	1. Orange (Thamain Bayan)
			2. Orange (Waizayantar)
			3. Orange (Taw Win)
8.	Star Mart	Sanchaung Township	1. Star Mart 1
			2. Star Mart 2

Sr. No.	Name of Supermarkets	Head office	Branches
9.	Super One	Pazundaung Township	1. Super One (KSS)
			2. Super One (Downtown branch)
			3. Super One (Hlaingthayar)
10.	Fuji	Kyauktadar Township	1. Fuji (Yangon)
11.	Asia Light	Pazundaung Township	1. Asia Light (Palai Condo)
			2. Asia Light (Witoriya)
			3. Asia Light (International airport)
12.	Gandamar Wholesale	Mayangone Township	1. Gandamar Wholesale (Yangon)
13.	Ruby Mart	Mayangone Township	1. Ruby Mart (Downtown)
14.	Myanmar Big Shop	Banhan Township	1. Myanmar Big Shop I
			2. Myanmar Big Shop II
			3. Mother Shop (May May Zaykhin)
15.	Day to Day	Tarmwe Township	1. Day to Day (Unighted Living Mall)

Appendix (F-2)

Mean Score of Employees' Satisfaction and Customers' Satisfaction of Selected Branches

Sr. No.	Strategic Group	Branches	Mean Score of Employees' Satisfaction	Mean Score of Customers' Satisfaction
1	Cost Leadership Strategy	Ocean(North point)	3.92	3.88
2		Ocean (Shwegondine)	3.81	4.20
3		Ocean (Puzundaung)	3.71	4.09
4		Day to Day (Unighted Living Mall)	2.36	3.00
5		Ga Mone Pwint (Bo Ga Lay Zay)	3.96	3.53
6		Ga Mone Pwint (Thein Gyi Zay)	3.89	3.74
7		Ga Mone Pwint (Kabar Aye)	4.04	3.78
8		Orange(Thamain Bayan)	2.80	3.03
9		Orange (Waizayantar)	2.65	3.17
10		Orange (Taw Win)	3.30	3.14
11		Sein Gay Har (Hledan)	3.68	3.88
12		Sein Gay Har(Parami)	3.58	3.87
13		Sein Gay Har (Tha Mine)	3.91	3.72
14		Super One(KSS)	3.88	2.93
15		Super One (Downtown branch)	3.83	3.24
16		Super One (Hlaingthayar)	3.98	3.38
17		Asia Light(Palai Condo)	4.08	3.02
18		Asia Light(Witoriya)	4.48	3.41
19		Asia Light(InternationalAirport)	3.77	3.03
20		Gandamar Wholesale (Yangon)	3.53	3.36
21		Ruby Mart (Downtown)	3.90	3.07
22		Fuji, Kyautadar Township	2.42	2.92
Overall Mean Score of Cost-Leadership Strategy			**3.64**	**3.43**

Sr. No.	Strategic Group	Branches	Mean Score of Employees' Satisfaction	Mean Score of Customers' Satisfaction
23	Differentiation Strategy	City Mart (Myay Ni Ghone)	3.73	4.01
24		City Mart(Tha Mine)	3.82	4.00
25		City Mart(Junction Square)	3.75	3.95
26		City Mart (South Dagon)	3.72	3.93
27		City Mart (Shwe Mya Yar)	4.03	3.82
28		City Mart (47 street branch)	4.11	3.83
29		Capital (North Dagon)	3.72	3.43
30		Capital (Htee Tan)	3.66	3.56
31		Capital (Aung San)	3.90	3.45
32		Star Mart 1	3.41	3.23
33		Star Mart 2	3.34	3.42
Overall Mean Score of Differentiation Strategy			**3.74**	**3.69**
34	Focus Strategy	Marketplace(Golden Valley)	3.93	4.45
35		Marketplace (HAGL)	4.11	4.26
36		Marketplace(FMI)	4.00	4.16
37		Myanmar Big Shop I	3.73	3.01
38		Myanmar Big Shop II	4.11	3.00
39		Mother Shop (May May Zaykhin)	4.00	3.17
Overall Mean Score of Focus Strategy			**3.98**	**3.68**

Appendix (G-1)

Path Analysis's Assumption –I: Multiple Linear Regressions

1. Cost Leadership Strategy, Operation Characteristics and Firm Growth

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F	Sig.
1	.719[a]	.518	.463	.0893143	1.071	9.440	.000[b]

a. Predictors: (Constant), AN, ACLS, ALO, AM, AC
b. Dependent Variable: AFGR

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.068	.199		.341	.735		
	ACLS	-.040	.017	-.282	-2.332	.024	.751	1.331
	ALO	-.039	.033	-.171	-1.178	.245	.523	1.913
	AC	.093	.045	.493	2.064	.045	.192	5.215
	AM	-.050	.048	-.148	-1.041	.304	.539	1.856
	AN	.053	.047	.255	1.133	.263	.216	4.624

a. Dependent Variable: AFGR

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	ACLS	ALO	AC	AM	AN
1	1	5.890	1.000	.00	.00	.00	.00	.00	.00
	2	.078	8.666	.00	.36	.00	.01	.00	.01
	3	.016	19.210	.03	.03	.34	.02	.10	.01
	4	.010	24.605	.08	.47	.30	.11	.03	.12
	5	.003	42.051	.00	.00	.14	.80	.06	.85
	6	.002	49.977	.89	.14	.22	.06	.82	.01

a. Dependent Variable: AFGR

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviatio	N
Predicted Value	-.028185	.299845	.109781	.0876583	50
Std. Predicted Value	-1.574	2.168	.000	1.000	50
Standard Error of Predicted Value	.015	.046	.030	.007	50
Adjusted Predicted Value	-.035627	.284391	.109816	.0883272	50
Residual	-.1611360	.1767056	0E-7	.0846349	50
Std. Residual	-1.804	1.978	.000	.948	50
Stud. Residual	-1.962	2.110	.000	1.017	50
Deleted Residual	-.1906243	.2009412	-.0000349	.0977546	50
Stud. Deleted Residual	-2.031	2.200	.001	1.033	50
Mahal. Distance	.447	12.203	4.900	2.728	50
Cook's Distance	.000	.175	.027	.036	50
Centered Leverage Value	.009	.249	.100	.056	50

a. Dependent Variable: AFGR

2. Differentiation Strategy, Operation Characteristics and Firm Growth

Model Summary[b]

Model	R	R Square	Adjusted R	Std. Error of the Estimate	Durbin-Watson	F	Sig.
1	.717[a]	.515	.459	.0895944	1.099	9.326	.000[b]

a. Predictors: (Constant), AN, ALO, ADS, AM, AC
b. Dependent Variable: AFGR

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.225	.165		-1.364	.179		
	ADS	.045	.020	.334	2.265	.028	.507	1.973
	ALO	-.035	.034	-.154	-1.049	.300	.515	1.943
	AC	.062	.048	.330	1.288	.204	.168	5.938
	AM	-.025	.048	-.073	-.514	.610	.549	1.821
	AN	.052	.047	.252	1.115	.271	.216	4.638

a. Dependent Variable: AFGR

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	ADS	ALO	AC	AM	AN
1	1	5.920	1.000	.00	.00	.00	.00	.00	.00
	2	.044	11.590	.02	.50	.02	.00	.01	.00
	3	.017	18.669	.06	.12	.24	.06	.06	.00
	4	.013	21.529	.04	.32	.24	.05	.02	.16
	5	.003	42.459	.00	.02	.13	.74	.08	.80
	6	.003	47.739	.87	.04	.37	.15	.83	.03

a. Dependent Variable: AFGR

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	-.043040	.272001	.109781	.0874012	50
Std. Predicted Value	-1.748	1.856	.000	1.000	50
Standard Error of Predicted Value	.016	.047	.030	.007	50
Adjusted Predicted Value	-.069883	.286448	.110175	.0895563	50
Residual	-.1397635	.1799715	0E-7	.0849003	50
Std. Residual	-1.560	2.009	.000	.948	50
Stud. Residual	-1.734	2.139	-.002	1.019	50
Deleted Residual	-.1790590	.2039864	-.0003937	.0984218	50
Stud. Deleted Residual	-1.776	2.233	.000	1.035	50
Mahal. Distance	.602	12.588	4.900	2.512	50
Cook's Distance	.000	.166	.027	.036	50
Centered Leverage Value	.012	.257	.100	.051	50

a. Dependent Variable: AFGR

3. Focus Strategy, Operation Characteristics and Firm Growth

Model Summary[b]

Model	R	R Square	Adjusted R	Std. Error of the Estimate	Durbin-Watson	F	Sig.
1	.815[a]	.664	.626	.0744952	1.18	17.419	.000[b]

a. Predictors: (Constant), AN, ALO, AFS, AM, AC
b. Dependent Variable: AFGR

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.217	.137		-1.589	.119		
	AFS	.079	.015	.541	5.202	.000	.705	1.417
	ALO	-.025	.028	-.108	-.889	.379	.516	1.937
	AC	.066	.038	.347	1.716	.093	.187	5.358
	AM	-.056	.040	-.166	-1.401	.168	.545	1.834
	AN	.046	.039	.222	1.186	.242	.218	4.582

a. Dependent Variable: AFGR

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	AFS	ALO	AC	AM	AN
1	1	5.910	1.000	.00	.00	.00	.00	.00	.00
	2	.050	10.832	.01	.79	.03	.00	.00	.00
	3	.021	16.888	.10	.03	.02	.09	.04	.04
	4	.013	21.231	.00	.18	.47	.01	.06	.10
	5	.003	42.213	.01	.01	.17	.83	.05	.81
	6	.003	46.997	.88	.00	.31	.08	.86	.05

a. Dependent Variable: AFGR

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	-.045977	.353687	.109781	.0993165	50
Std. Predicted Value	-1.568	2.456	.000	1.000	50
Standard Error of Predicted Value	.013	.039	.025	.006	50
Adjusted Predicted Value	-.051032	.348138	.111155	.0997412	50
Residual	-.1319914	.1168662	0E-7	.0705922	50
Std. Residual	-1.772	1.569	.000	.948	50
Stud. Residual	-2.044	1.703	-.008	1.019	50
Deleted Residual	-.1756679	.1377116	-.0013741	.0818361	50
Stud. Deleted Residual	-2.124	1.742	-.010	1.031	50
Mahal. Distance	.540	12.662	4.900	2.991	50
Cook's Distance	.000	.230	.028	.040	50
Centered Leverage Value	.011	.258	.100	.061	50

a. Dependent Variable: AFGR

4. Cost Leadership Strategy, Operation Characteristics and Employees' Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F	Sig.
1	.283[a]	.080	.070	.4437185	1.269	8.190	.000[b]

a. Predictors: (Constant), AN, ACLS, ALO, AM, AC
b. Dependent Variable: AES

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.329	.302		11.017	.000		
	ACLS	-.062	.027	-.113	-2.327	.020	.825	1.212
	ALO	-.123	.051	-.143	-2.418	.016	.560	1.785
	AC	.134	.068	.165	1.967	.050	.278	3.602
	AM	.108	.090	.071	1.202	.230	.555	1.803
	AN	.053	.076	.061	.695	.488	.257	3.884

a. Dependent Variable: AES

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	ACLS	ALO	AC	AM	AN
1	1	5.908	1.000	.00	.00	.00	.00	.00	.00
	2	.063	9.702	.00	.56	.00	.01	.00	.01
	3	.015	19.909	.05	.00	.38	.04	.05	.01
	4	.009	26.264	.10	.39	.34	.13	.02	.13
	5	.004	39.569	.28	.03	.25	.57	.06	.33
	6	.002	55.325	.57	.02	.02	.25	.86	.52

a. Dependent Variable: AES

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.357451	4.060271	3.788979	.1302833	476
Std. Predicted Value	-3.312	2.082	.000	1.000	476
Standard Error of Predicted Value	.029	.097	.048	.012	476
Adjusted Predicted Value	3.322326	4.070467	3.788933	.1308311	476
Residual	-1.4660388	1.0809709	0E-7	.4413769	476
Std. Residual	-3.304	2.436	.000	.995	476
Stud. Residual	-3.331	2.446	.000	1.001	476
Deleted Residual	-1.4905577	1.0894418	.0000467	.4471330	476

Stud. Deleted Residual	-3.368	2.459	-.001	1.005	476
Mahal. Distance	1.045	21.543	4.989	3.144	476
Cook's Distance	.000	.031	.002	.004	476
Centered Leverage Value	.002	.045	.011	.007	476

a. Dependent Variable: AES

5. Differentiation Strategy, Operation Characteristics and Employees' Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F	Sig.
1	.264[a]	.070	.060	.4462582	1.255	7.030	.000[b]

a. Predictors: (Constant), AN, ALO, ADS, AM, AC
b. Dependent Variable: AES

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.041	.291		10.448	.000		
	ADS	.005	.035	.008	.134	.894	.605	1.653
	ALO	-.156	.051	-.181	-3.081	.002	.573	1.746
	AC	.148	.070	.183	2.133	.033	.270	3.702
	AM	.117	.092	.077	1.272	.204	.539	1.854
	AN	.077	.081	.088	.953	.341	.232	4.318

a. Dependent Variable: AES

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	ADS	ALO	AC	AM	AN
1	1	5.941	1.000	.00	.00	.00	.00	.00	.00
	2	.029	14.285	.01	.52	.10	.00	.00	.00
	3	.015	19.957	.11	.00	.15	.09	.06	.00
	4	.010	24.870	.03	.36	.32	.05	.02	.18
	5	.004	39.883	.22	.04	.43	.71	.05	.22
	6	.002	57.027	.63	.08	.00	.14	.88	.60

a. Dependent Variable: AES

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.345301	4.033653	3.788979	.1213971	476
Std. Predicted Value	-3.655	2.015	.000	1.000	476
Standard Error of Predicted Value	.023	.103	.048	.013	476
Adjusted Predicted Value	3.304795	4.052611	3.789010	.1221029	476
Residual	-1.4871595	1.0256324	0E-7	.4439032	476
Std. Residual	-3.333	2.298	.000	.995	476
Stud. Residual	-3.360	2.306	.000	1.001	476
Deleted Residual	-1.5116210	1.0323271	-.0000309	.4497037	476
Stud. Deleted Residual	-3.397	2.316	-.001	1.005	476
Mahal. Distance	.294	24.395	4.989	3.189	476
Cook's Distance	.000	.031	.002	.004	476
Centered Leverage Value	.001	.051	.011	.007	476

a. Dependent Variable: AES

6. Focus Strategy, Operation Characteristics and Employees' Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F	Sig.
1	.264[a]	.070	.060	.4461959	1.256	7.058	.000[b]

a. Predictors: (Constant), AN, ALO, AFS, AM, AC
b. Dependent Variable: AES

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.040	.281		10.820	.000		
	AFS	.013	.032	.021	.386	.700	.683	1.464
	ALO	-.152	.052	-.176	-2.949	.003	.555	1.801
	AC	.146	.069	.179	2.102	.036	.272	3.672
	AM	.113	.091	.075	1.251	.211	.554	1.804
	AN	.074	.078	.084	.947	.344	.249	4.009

a. Dependent Variable: AES

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	AFS	ALO	AC	AM	AN
1	1	5.924	1.000	.00	.00	.00	.00	.00	.00
	2	.046	11.406	.00	.64	.05	.00	.00	.00
	3	.015	20.063	.13	.01	.09	.10	.05	.01
	4	.010	24.557	.01	.33	.48	.03	.02	.19
	5	.004	39.360	.27	.01	.38	.63	.07	.23
	6	.002	55.095	.58	.00	.01	.23	.86	.58

a. Dependent Variable: AES

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.358191	4.044398	3.788979	.1216231	476
Std. Predicted Value	-3.542	2.100	.000	1.000	476
Standard Error of Predicted Value	.025	.099	.048	.014	476
Adjusted Predicted Value	3.321363	4.064876	3.788881	.1221301	476
Residual	-1.4969536	1.0323840	0E-7	.4438413	476
Std. Residual	-3.355	2.314	.000	.995	476
Stud. Residual	-3.387	2.323	.000	1.001	476
Deleted Residual	-1.5255098	1.0402491	.0000982	.4494839	476
Stud. Deleted Residual	-3.425	2.333	-.001	1.004	476
Mahal. Distance	.467	22.605	4.989	3.627	476
Cook's Distance	.000	.036	.002	.004	476
Centered Leverage Value	.001	.048	.011	.008	476

a. Dependent Variable: AES

7. Cost Leadership Strategy, Operation Characteristics and Customers' Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F	Sig.
1	.735[a]	.541	.536	.3496143	1.588	112.097	.000[b]

a. Predictors: (Constant), AN, ALO, ACLS, AM, AC
b. Dependent Variable: ACS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.661	.232		11.482	.000		
	ACLS	-.024	.023	-.038	-1.045	.297	.723	1.383
	ALO	-.108	.038	-.117	-2.844	.005	.574	1.742
	AC	.282	.055	.376	5.130	.000	.179	5.578
	AM	-.310	.060	-.219	-5.202	.000	.547	1.829
	AN	.438	.061	.535	7.151	.000	.172	5.809

a. Dependent Variable: ACS

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	ACLS	ALO	AC	AM	AN
1	1	5.884	1.000	.00	.00	.00	.00	.00	.00
	2	.083	8.441	.00	.31	.00	.01	.00	.01
	3	.018	18.175	.01	.00	.46	.01	.08	.01
	4	.010	24.653	.12	.63	.22	.15	.05	.06
	5	.003	42.459	.22	.04	.21	.77	.02	.61
	6	.003	47.362	.64	.02	.11	.06	.85	.31

a. Dependent Variable: ACS

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.969840	4.305343	3.60926	.3773972	482
Std. Predicted Value	-1.694	1.844	.00	1.000	482
Standard Error of Predicted Value	.022	.057	.03	.008	482
Adjusted Predicted Value	2.963262	4.309122	3.60897	.3774976	482
Residual	-1.3771788	.9659427	0E-	.3477924	482
Std. Residual	-3.939	2.763	.00	.995	482
Stud. Residual	-3.963	2.784	.00	1.001	482
Deleted Residual	-1.3936875	.9809994	.000287	.3520508	482
Stud. Deleted Residual	-4.025	2.804	.00	1.004	482
Mahal. Distance	.877	11.679	4.99	2.642	482
Cook's Distance	.000	.031	.00	.004	482
Centered Leverage Value	.002	.024	.01	.005	482

a. Dependent Variable: ACS

8. Differentiation Strategy, Operation Characteristics and Customers' Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F	Sig.
1	.735[a]	.540	.536	.3496143	1.585	111.950	.000[b]

a. Dependent Variable: ACS
b. Predictors: (Constant), AN, ALO, AM, ADS, AC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.503	.211		11.851	.000		
	ADS	.026	.030	.046	.869	.386	.348	2.872
	ALO	-.106	.039	-.115	-2.731	.007	.547	1.827
	AC	.272	.058	.363	4.712	.000	.163	6.153
	AM	-.298	.062	-.210	-4.809	.000	.505	1.979
	AN	.430	.065	.525	6.598	.000	.153	6.555

a. Dependent Variable: ACS

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	ADS	ALO	AC	AM	AN
1	1	5.919	1.000	.00	.00	.00	.00	.00	.00
	2	.045	11.418	.03	.26	.03	.00	.01	.00
	3	.019	17.846	.04	.03	.37	.03	.06	.00
	4	.011	23.076	.07	.54	.11	.11	.02	.10
	5	.003	42.262	.13	.01	.25	.86	.01	.48
	6	.002	50.745	.74	.16	.24	.00	.89	.41

a. Dependent Variable: ACS

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.982843	4.288075	3.609267	.3772837	482
Std. Predicted Value	-1.660	1.799	.000	1.000	482
Standard Error of Predicted Value	.019	.059	.038	.009	482
Adjusted Predicted Value	2.976787	4.292593	3.609142	.3774799	482
Residual	-1.3518493	.9359085	0E-7	.3479155	482
Std. Residual	-3.865	2.676	.000	.995	482
Stud. Residual	-3.877	2.699	.000	1.001	482
Deleted Residual	-1.3600959	.9519424	.0001247	.3520895	482

Stud. Deleted Residual	-3.936	2.717	.000	1.004	482
Mahal. Distance	.412	12.681	4.990	2.685	482
Cook's Distance	.000	.026	.002	.003	482
Centered Leverage Value	.001	.026	.010	.006	482

a. Dependent Variable: ACS

9. Focus Strategy, Operation Characteristics and Customers' Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F	Sig.
1	.740[a]	.548	.543	.3469467	1.602	111.950	.000[b]

a. Predictors: (Constant), AN, ALO, AFS, AM, AC
b. Dependent Variable: ACS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.463	.205		11.990	.000		
	AFS	.073	.025	.117	2.908	.004	.589	1.697
	ALO	-.089	.038	-.096	-2.342	.020	.564	1.774
	AC	.261	.055	.348	4.740	.000	.176	5.677
	AM	-.306	.059	-.215	-5.166	.000	.547	1.827
	AN	.407	.061	.497	6.628	.000	.169	5.919

a. Dependent Variable: ACS

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	AFS	ALO	AC	AM	AN
1	1	5.908	1.000	.00	.00	.00	.00	.00	.00
	2	.050	10.862	.01	.57	.04	.00	.00	.00
	3	.022	16.418	.08	.08	.06	.08	.04	.02
	4	.014	20.514	.00	.32	.45	.03	.06	.07
	5	.003	41.976	.22	.00	.30	.84	.05	.47
	6	.003	47.795	.68	.03	.15	.05	.85	.43

a. Dependent Variable: ACS

Residuals Statistics[a]

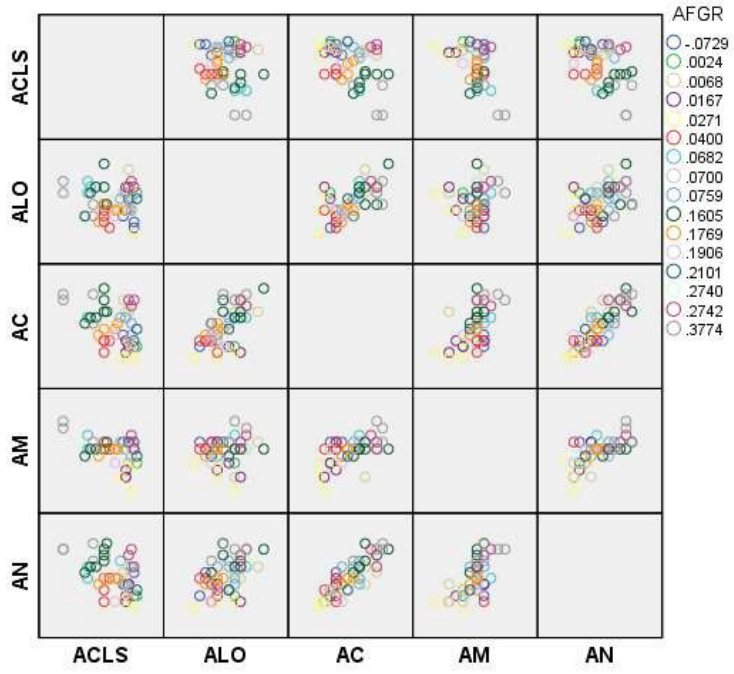
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.977423	4.354380	3.609267	.3798256	482
Std. Predicted Value	-1.664	1.962	.000	1.000	482
Standard Error of Predicted Value	.019	.068	.037	.010	482
Adjusted Predicted Value	2.971321	4.359629	3.609176	.3798527	482
Residual	-1.3295891	.9486035	0E-7	.3451387	482
Std. Residual	-3.832	2.734	.000	.995	482
Stud. Residual	-3.845	2.753	.000	1.001	482
Deleted Residual	-1.3381088	.9620323	.0000908	.3491856	482
Stud. Deleted Residual	-3.902	2.773	.000	1.004	482
Mahal. Distance	.463	17.239	4.990	3.219	482
Cook's Distance	.000	.025	.002	.003	482
Centered Leverage Value	.001	.036	.010	.007	482

a. Dependent Variable: ACS

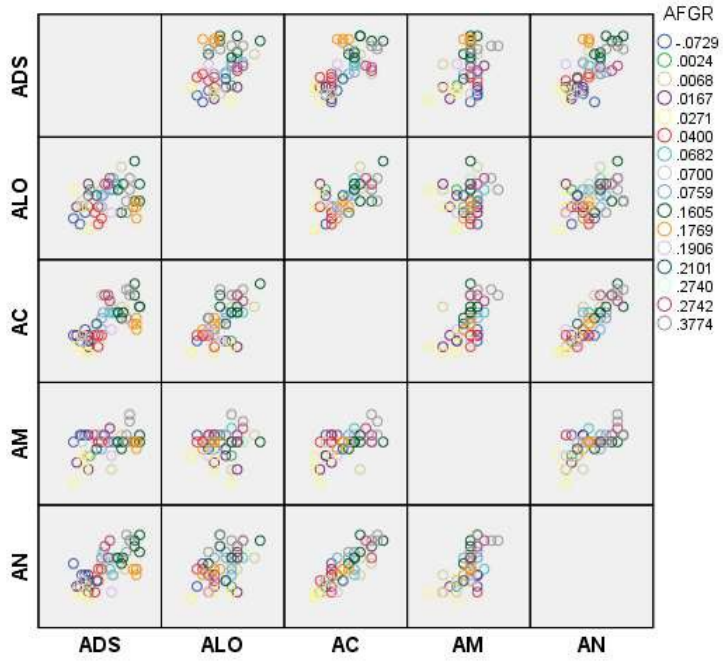
Appendix (G-2)

Path Analysis's Assumption II: Linearity

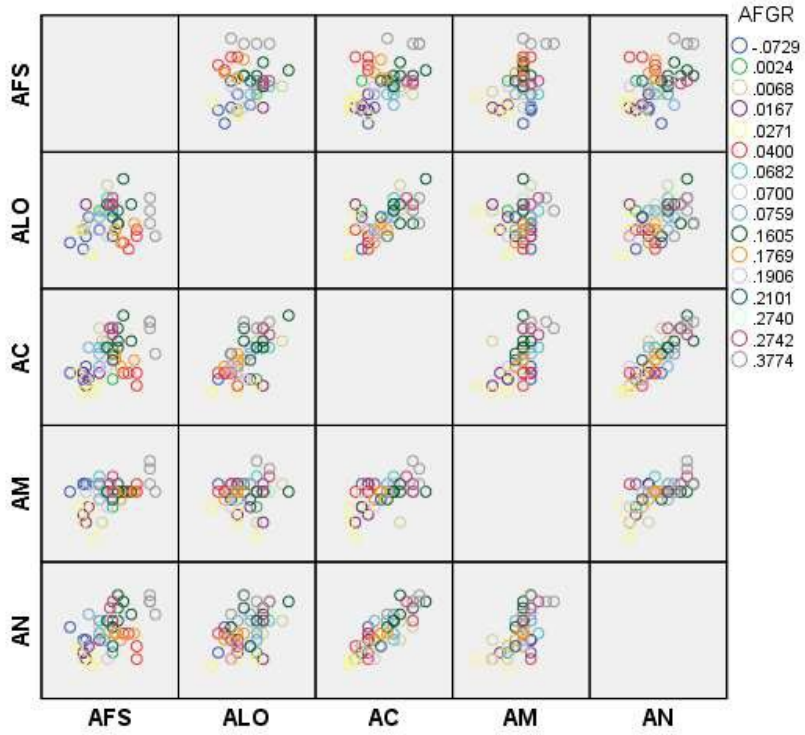
1. Scatterplots for Cost Leadership Strategy and Firms' Growth



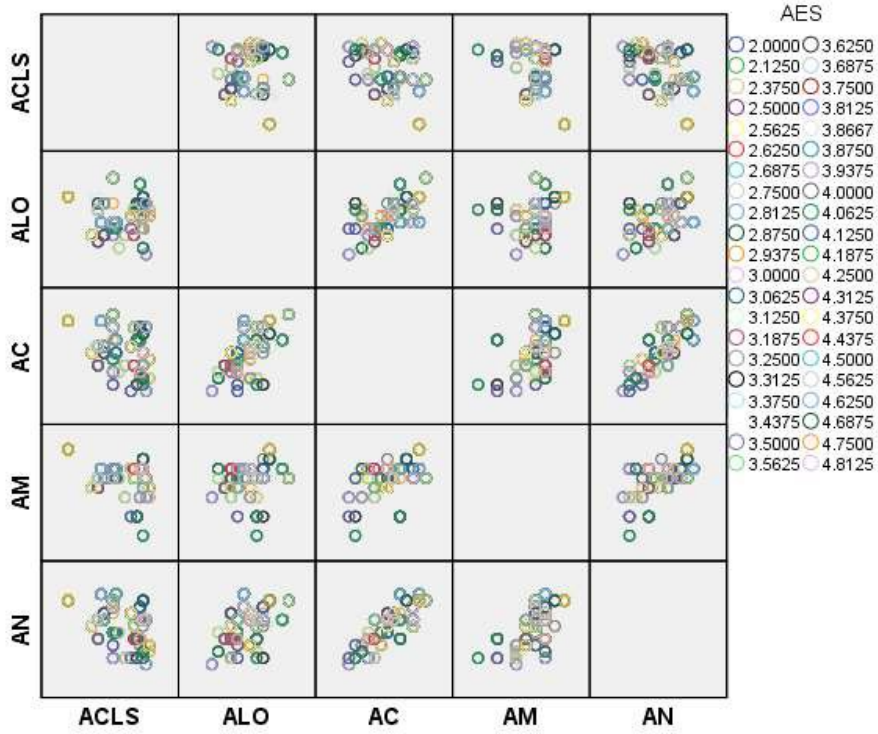
2. Scatterplots for Differentiation Strategy and Firms' Growth



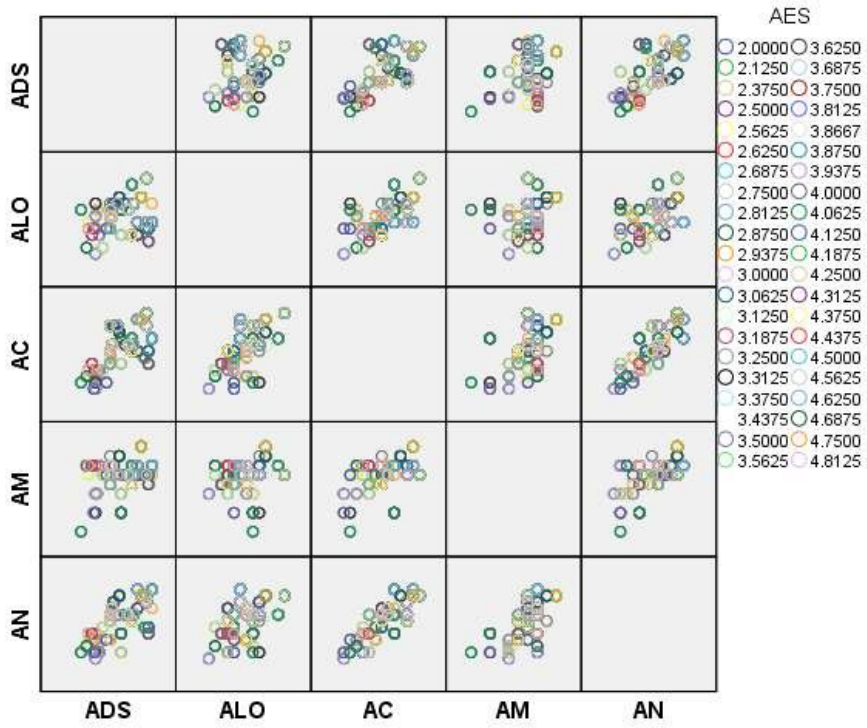
3. Scatterplots for Focus strategy and Firms' Growth



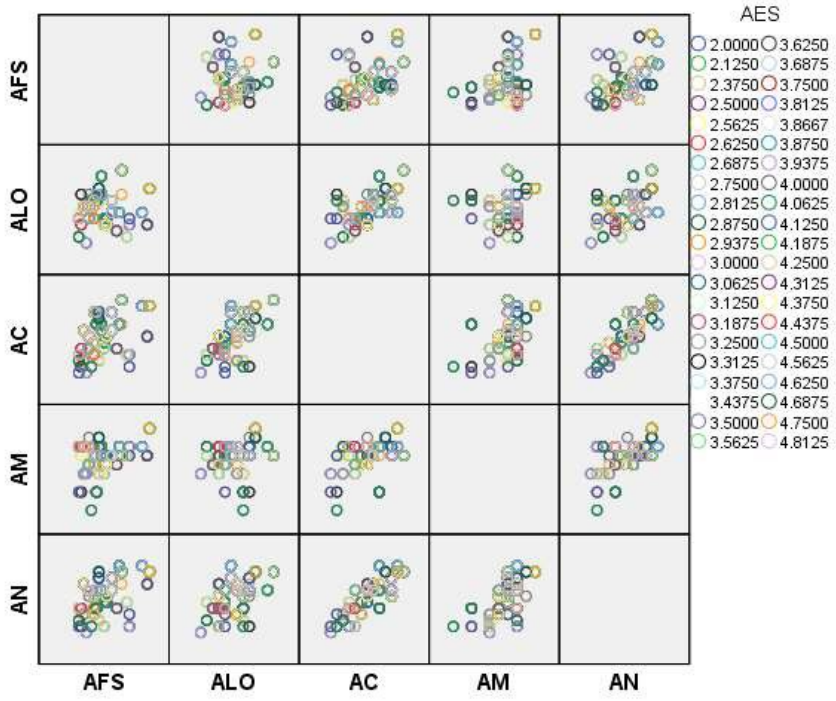
4. Scatterplots for Cost Leadership Strategy and Employees' Satisfaction



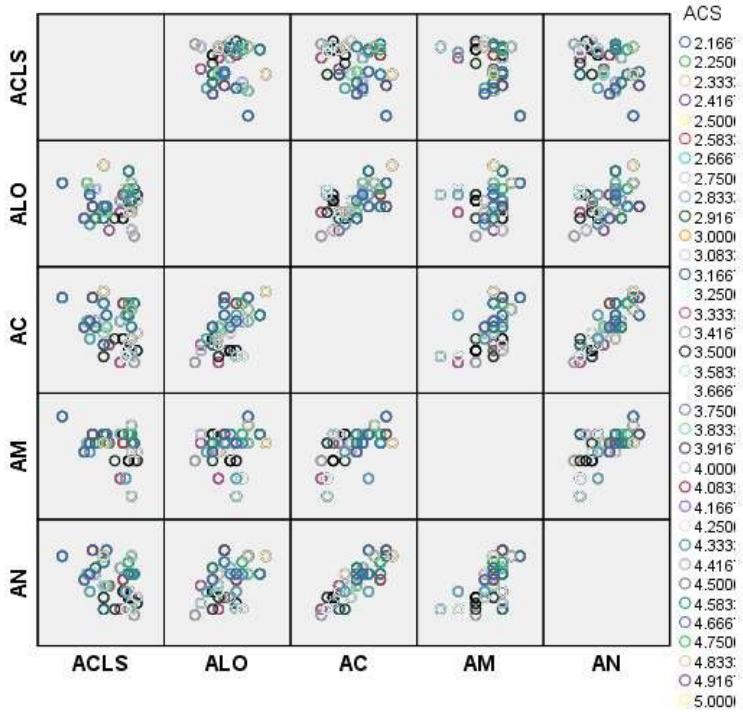
5. Scatterplots for Differentiation Strategy and Employees' Satisfaction



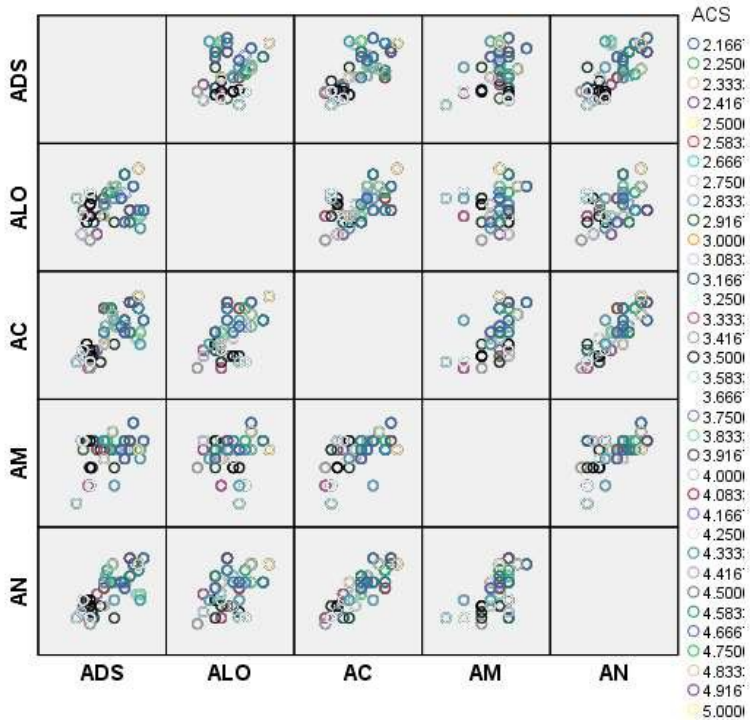
6. Scatterplots for Focus strategy and Employees' Satisfaction



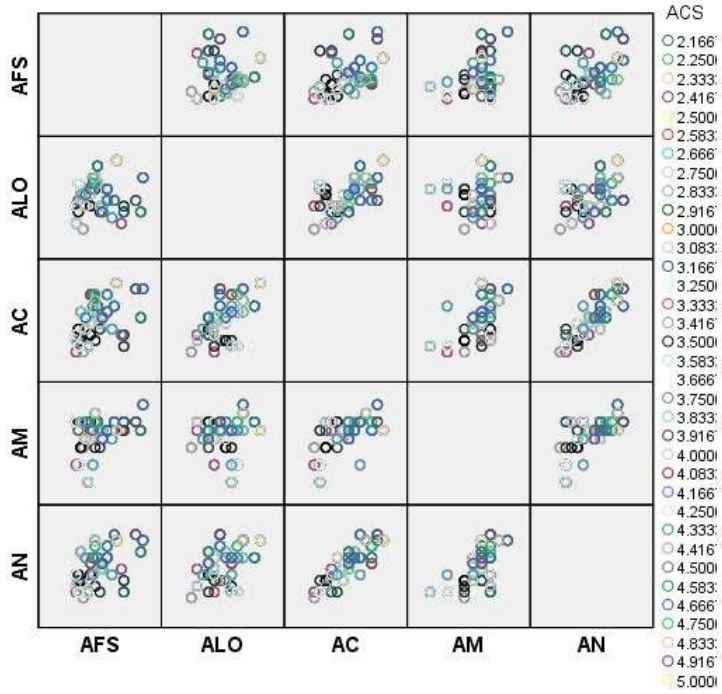
7. Scatterplots for Cost Leadership Strategy and Customers' Satisfaction



8. Scatterplots for Differentiation Strategy and Customers' Satisfaction



9. Scatterplots for Focus Strategy and Customers' Satisfaction



Appendix (G-3)

Path Analysis's Assumption III: Multivariate Normality

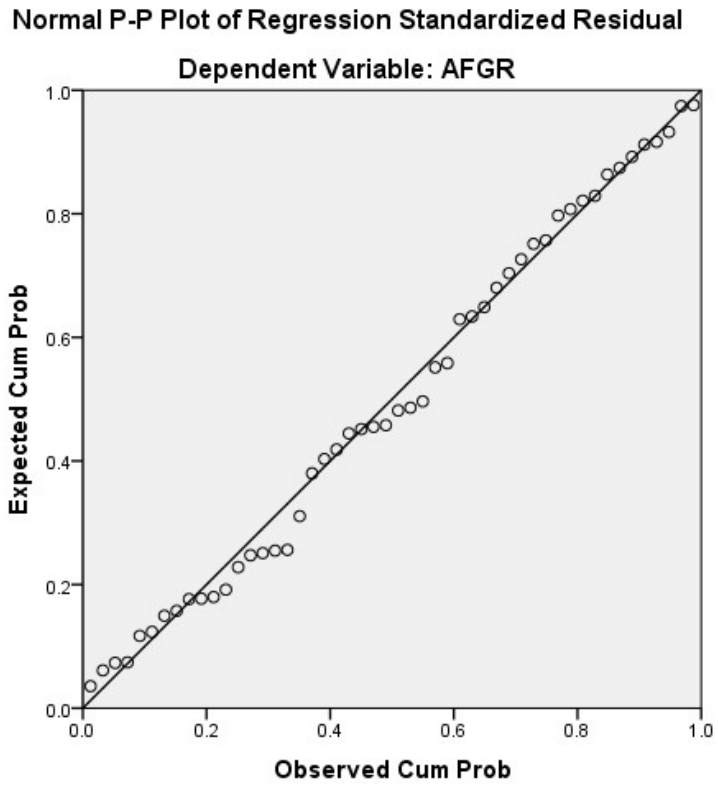
I. Competitive Strategies and Firms' Growth

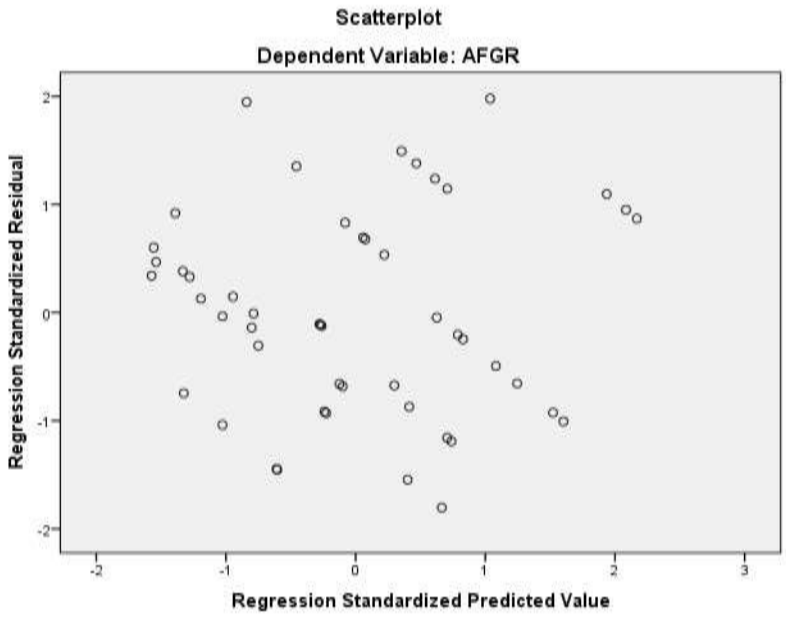
Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Cost leadership strategy	.188	50	.000	.887	50	.000
Differentiation strategy	.097	50	.200*	.954	50	.049
Focus strategy	.095	50	.200*	.967	50	.175
Location	.124	50	.051	.975	50	.380
Capital	.132	50	.030	.958	50	.072
Managerial Skill and Experience	.278	50	.000	.890	50	.000
Network and Supply Chain	.104	50	.200*	.965	50	.143

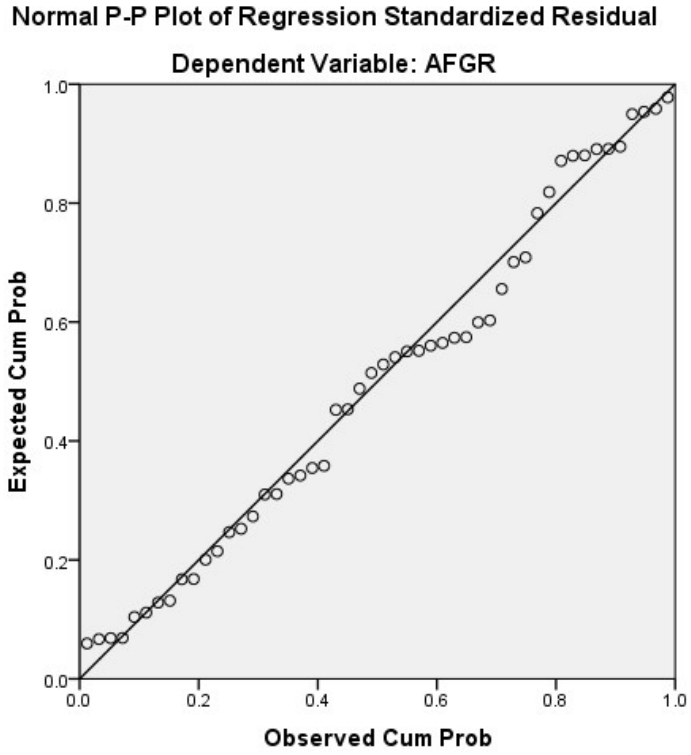
*. This is a lower bound of the true significance.
a. Lilliefors Significance Correction

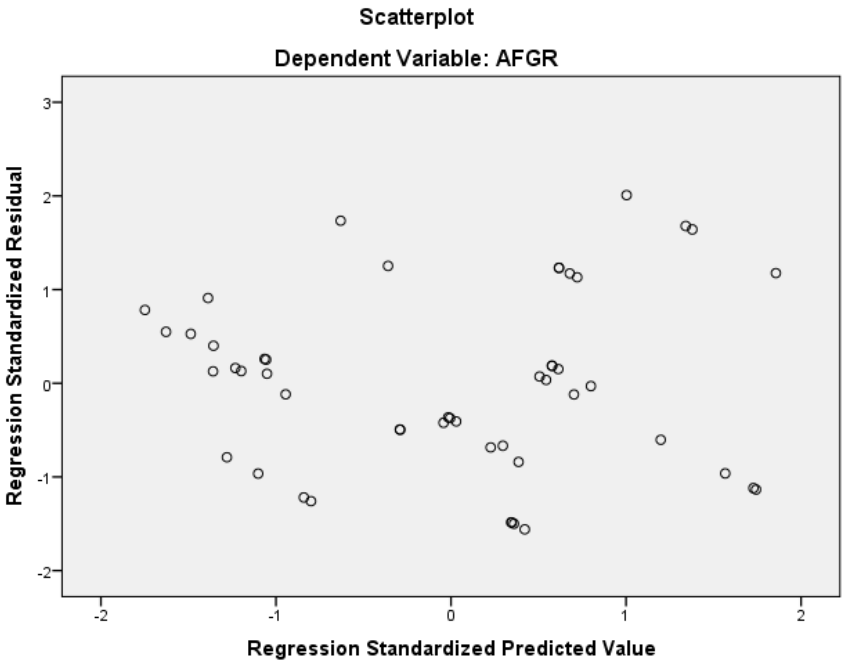
1. Charts of Cost Leadership Strategy and Firms' Growth



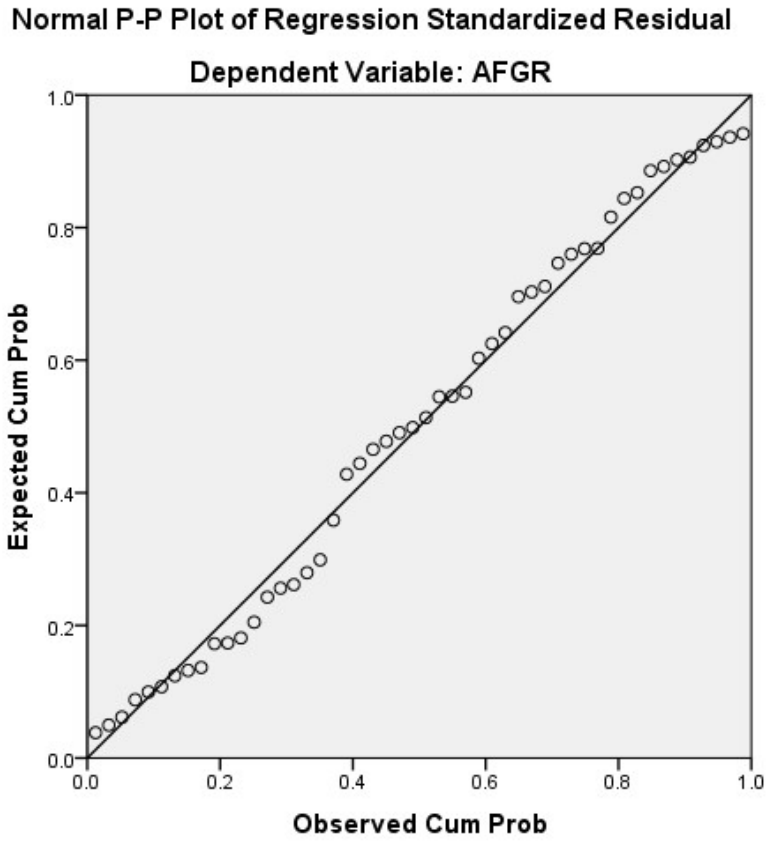


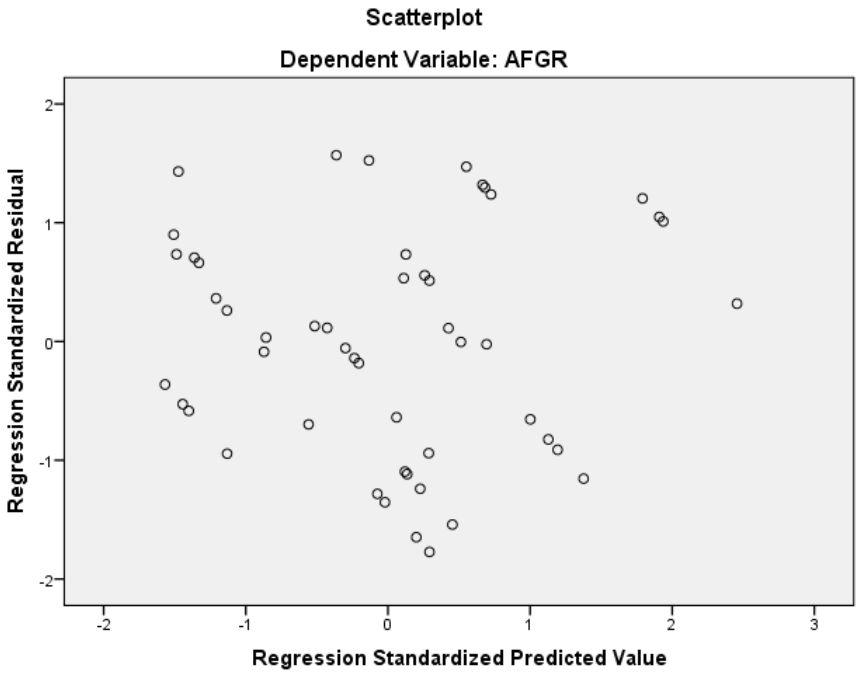
2. Charts of Differentiation Strategy and Firms' Growth





3. Charts of Focus Strategy and Firms' Growth





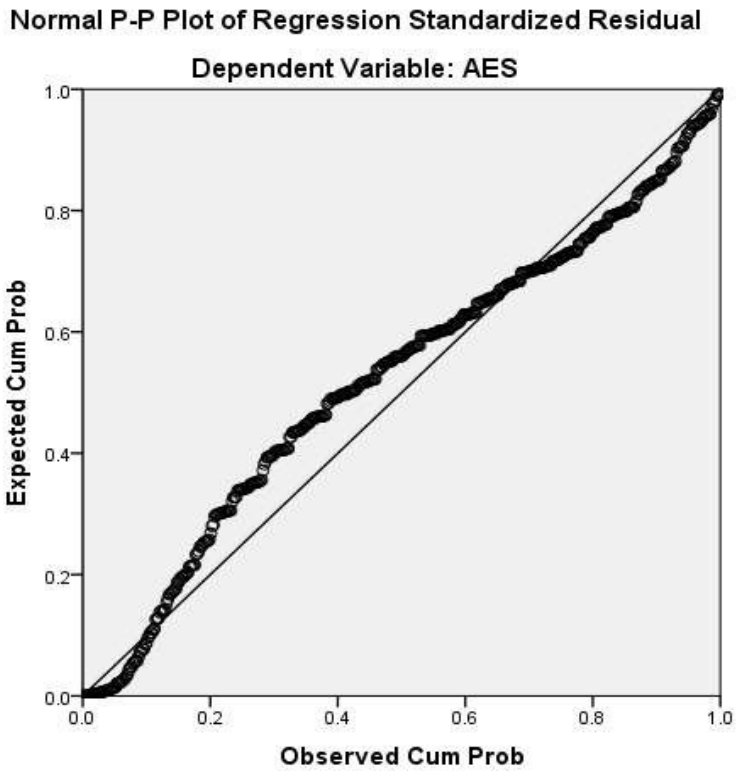
II. Competitive Strategies and Employees Satisfaction

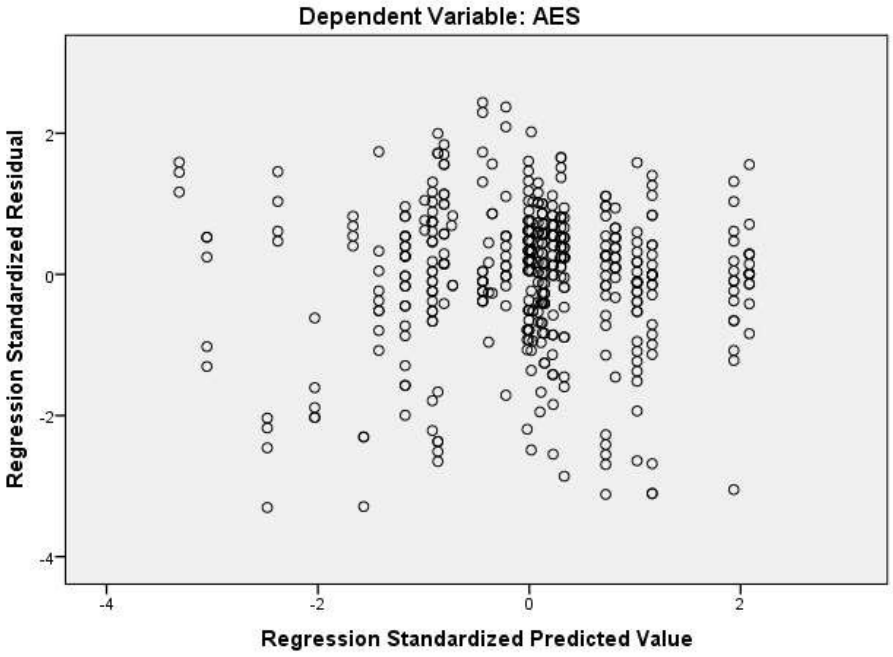
Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Cost leadership strategy	.164	476	.000	.913	476	.000
Differentiation strategy	.120	476	.000	.948	476	.000
Focus strategy	.142	476	.000	.916	476	.000
Location	.106	476	.000	.967	476	.000
Capital	.118	476	.000	.962	476	.000
Managerial Skill and Experience	.278	476	.000	.838	476	.000
Network and Supply Chain	.147	476	.000	.954	476	.000

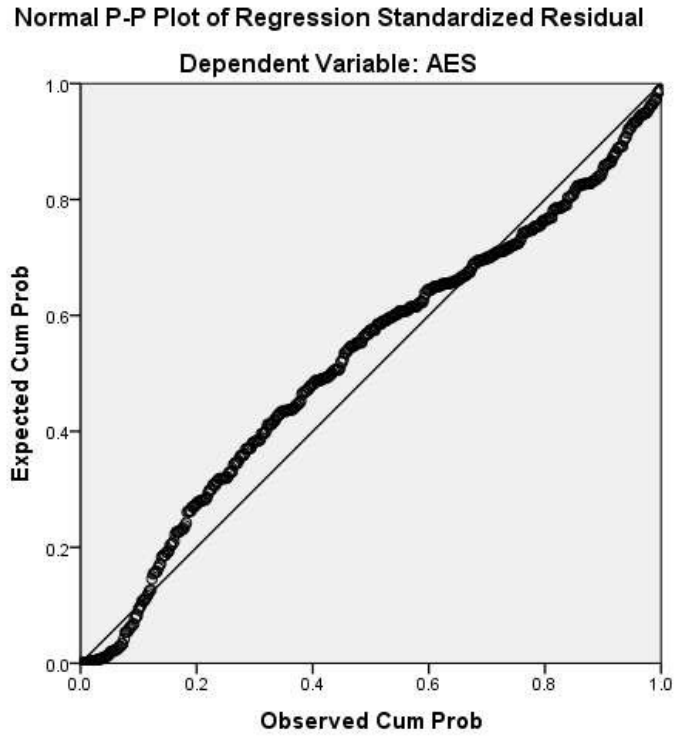
a. Lilliefors Significance Correction

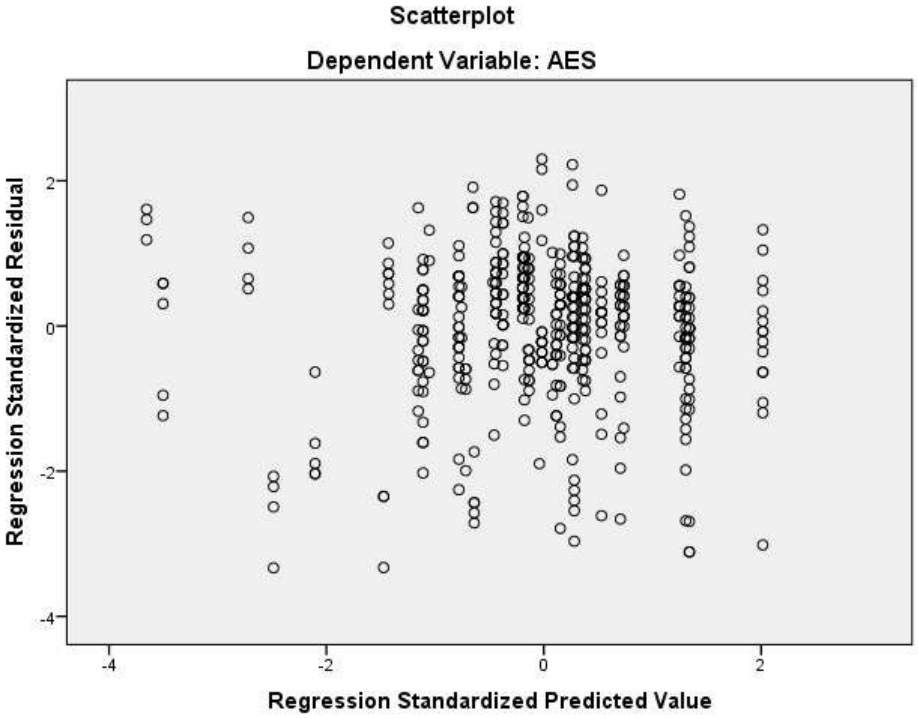
4. Charts of Cost Leadership Strategy and Employees Satisfaction



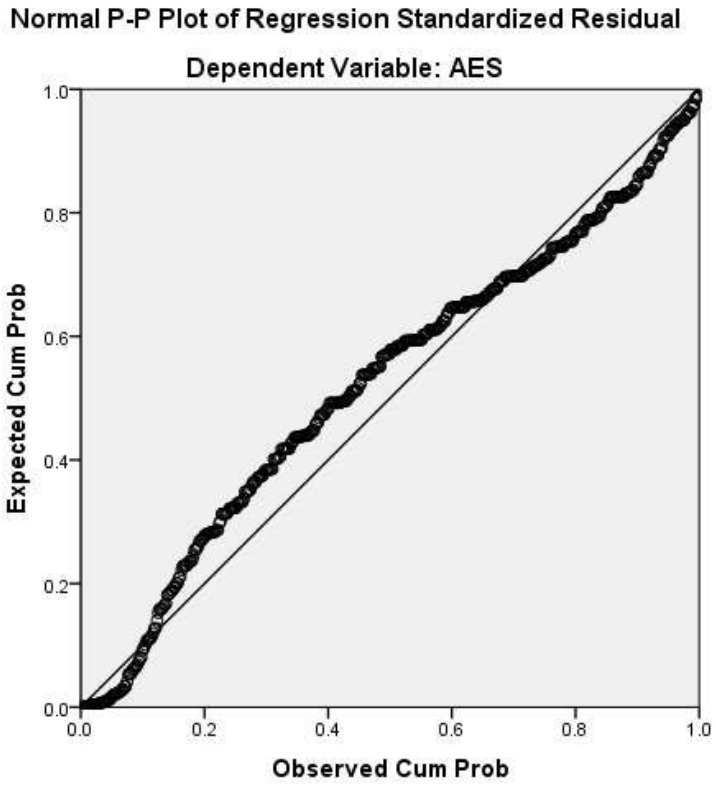


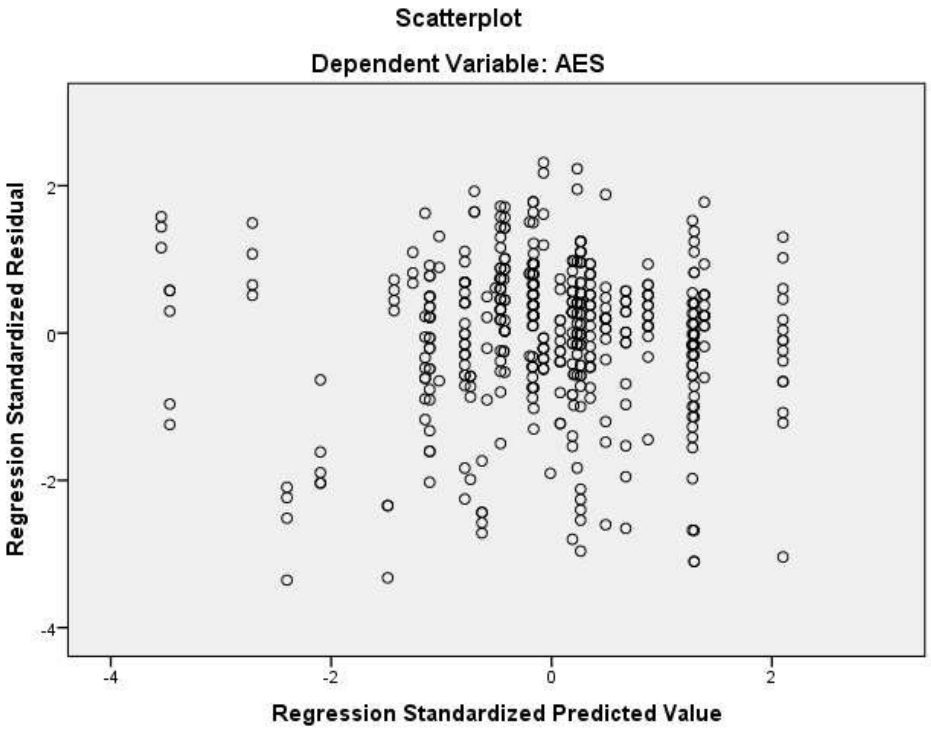
5. Charts of Differentiation Strategy and Employees Satisfaction





6. Charts of Focus Strategy and Employees Satisfaction





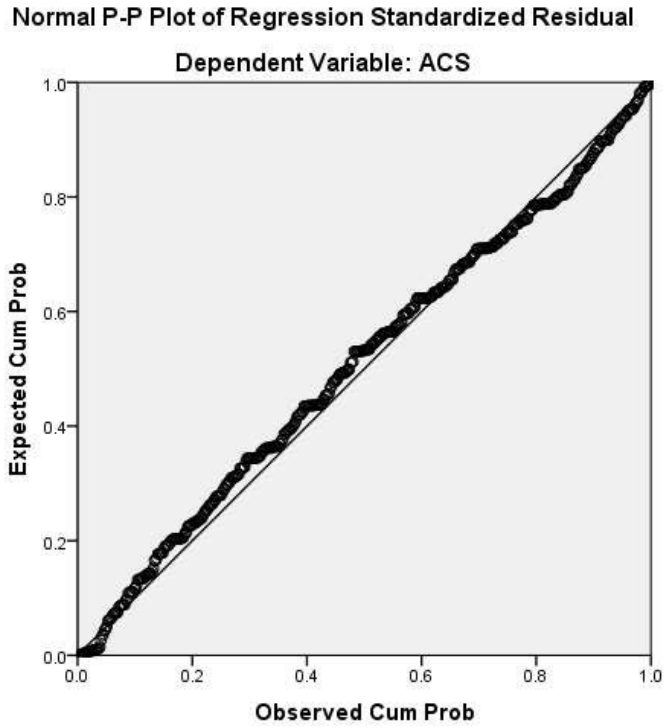
III. Competitive Strategies and Customers' Satisfaction

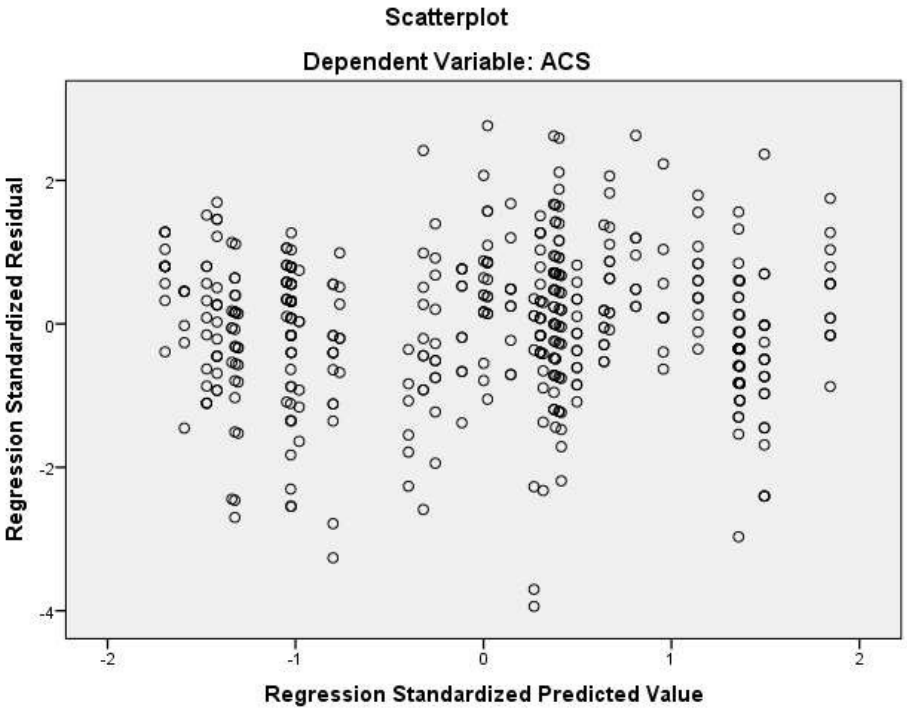
Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Cost leadership strategy	.176	482	.000	.901	482	.000
Differentiation strategy	.139	482	.000	.927	482	.000
Focus strategy	.110	482	.000	.925	482	.000
Location	.110	482	.000	.966	482	.000
Capital	.101	482	.000	.955	482	.000
Managerial Skill and Experience	.281	482	.000	.844	482	.000
Network and Supply Chain	.130	482	.000	.950	482	.000

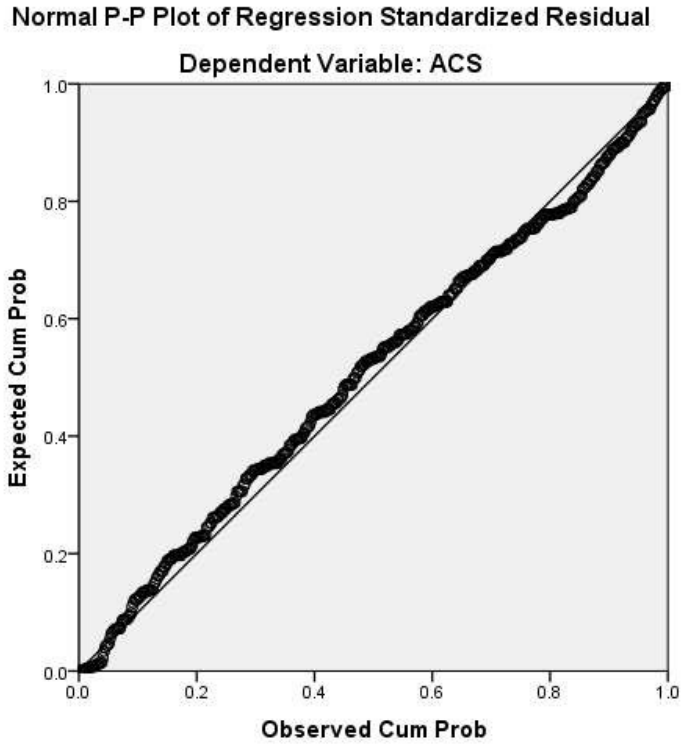
a. Lilliefors Significance Correction

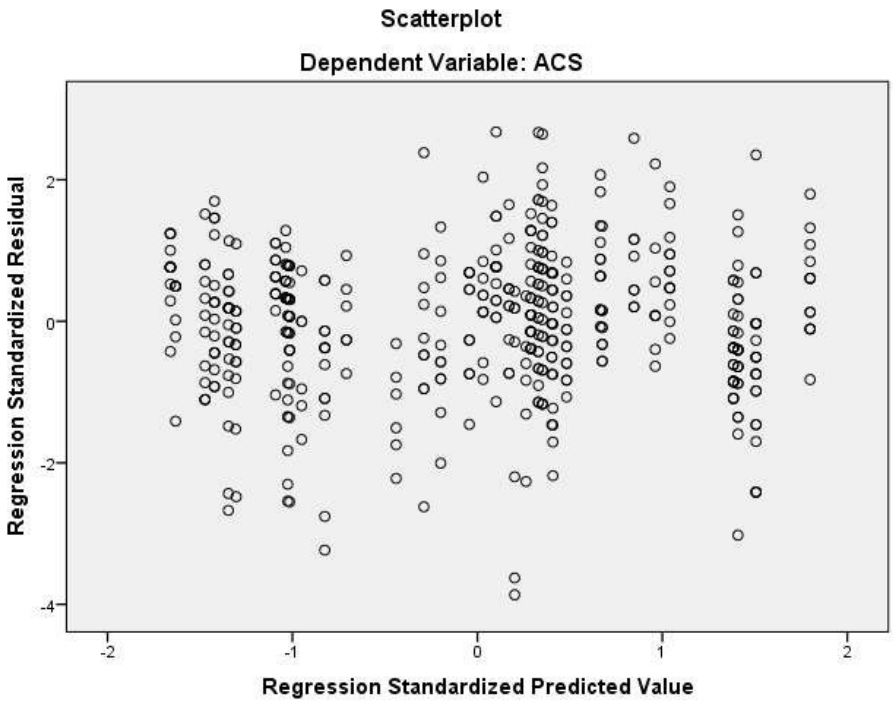
7. Chart of Cost Leadership Strategy and Customers' Satisfaction



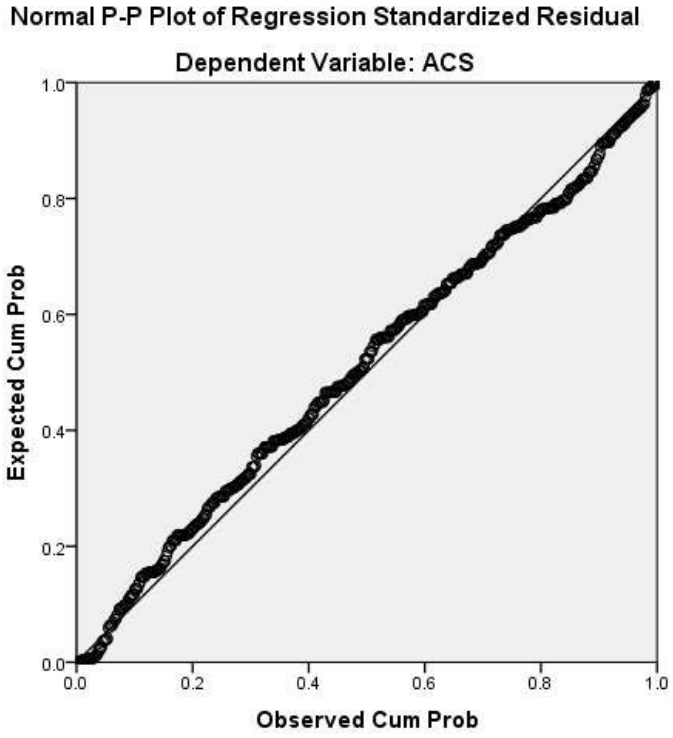


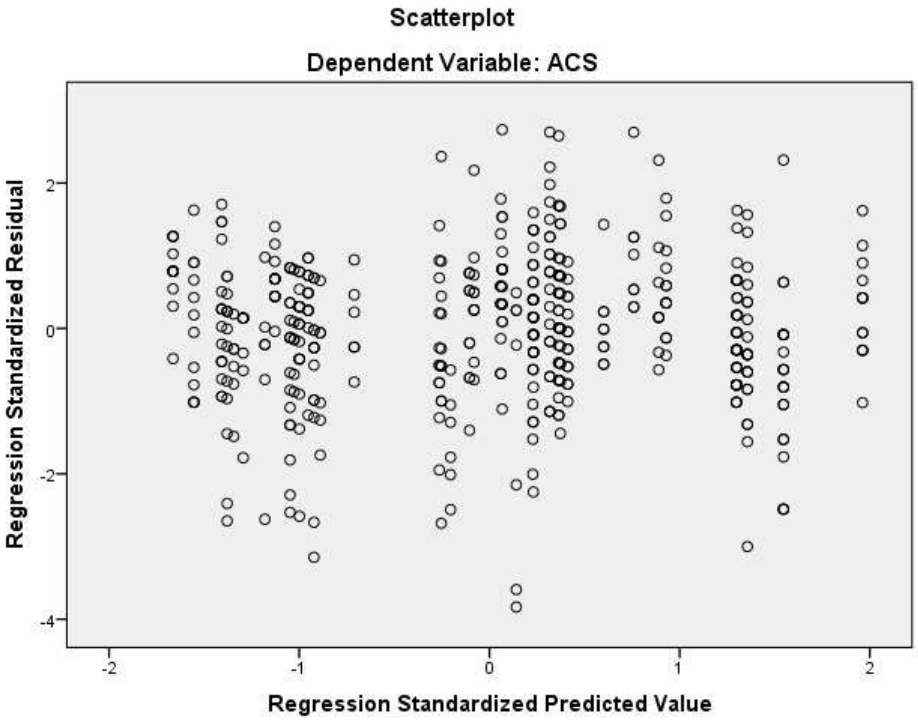
8. Charts of Differentiation Strategy and Customers' Satisfaction





9. Charts of Focus Strategy and Customers' Satisfaction




Scatterplot
Dependent Variable: ACS
Regression Standardized Residual
Regression Standardized Predicted Value
2
0
-2
-4
-2
-1
0
1
2

Appendix (G-4)

Path Analysis's Assumption-IV: Mahalanobis Distance

Mahalanobis Distance of Firm's Growth

MAH-Cost Leadership Strategy	MAH- Differentiation Strategy	MAH- Focus Strategy
3.97175	4.03109	2.61011
4.17797	3.93616	5.39693
3.63600	3.42592	3.37378
2.83273	4.80428	3.50775
2.23435	3.14665	1.86444
1.29122	2.39422	2.87380
6.14680	8.73350	9.88327
2.63762	1.83334	2.04591
6.63088	7.09411	6.43713
3.39584	3.39095	3.60487
1.48611	3.88310	2.29441
.55810	5.13190	2.39956
6.81343	4.76347	5.40948
2.93128	2.59434	3.36575
9.69979	5.75605	7.19395
5.64490	4.59116	3.50725
7.45061	5.01753	4.57802
4.10328	4.11654	2.39627
1.90569	1.95917	4.05821
2.91804	1.46656	1.81383
6.15692	5.01825	5.23419
2.90810	2.91132	3.01753
3.25905	2.93266	2.73893
8.84061	8.60290	8.46896
6.89535	6.44028	5.96216
11.18910	11.24611	11.20291
6.59997	8.35527	7.22937
5.92414	5.36918	5.41016
5.81615	5.64832	5.66798
12.20285	12.58814	12.66154
2.62408	3.65236	4.18155
3.25905	3.70720	4.35620
6.90902	6.67035	7.43622
7.62548	8.48561	7.59924
5.35106	5.44368	5.52753
6.68075	6.73529	6.67768
5.83981	3.39150	3.09260
2.14828	1.74326	1.18705
2.13857	.60243	.57637
.44690	4.08882	.53963
1.29212	4.72808	1.23676
3.64311	7.73772	3.03720
4.78031	2.32930	2.32909
2.93763	1.22284	1.13036
8.86164	7.96785	11.95635
3.77767	3.83823	4.97622
5.08085	4.55560	9.14980
7.16098	7.63840	8.30751
9.25413	4.49032	6.29675
4.92990	4.78869	9.19741

Mahalanobis Distance of Employees' Satisfaction

MAH-Cost Leadership Strategy	MAH- Differentiation Strategy	MAH- Focus Strategy
4.06617	2.96928	2.87662
4.99907	4.06206	4.00003
2.72407	3.34278	2.08025
6.81561	6.68867	7.89369
1.39069	2.29353	4.15574
2.69540	2.08248	2.59345
6.72038	6.48973	6.37311
5.54047	6.17739	5.54788
5.12605	5.98381	4.97402
9.28891	9.17595	9.13399
5.39562	6.35475	5.73890
10.68895	11.04642	10.60751
5.74405	7.71097	7.25168
12.63565	13.38757	13.12736
3.65209	2.73641	2.74143
7.09607	7.92734	7.70900
5.55110	6.59912	5.61502
5.67039	5.81235	5.44399
3.12985	3.22115	3.36835
5.92359	6.12760	6.32021
1.04461	3.66452	1.90410
5.92359	6.12760	6.32021
3.64869	2.05638	2.02059
2.22535	1.47436	0.89606
2.01960	0.29374	0.46683
1.46152	4.75303	1.26705
1.83580	5.80640	1.80718
4.26943	7.43131	3.81948
5.21619	2.01288	2.07638
3.08694	0.90063	0.89606
4.49259	6.18697	6.48888
7.25903	6.37499	13.38695
4.92572	5.59863	6.06405
11.64805	5.38334	10.52097
3.10113	5.38334	8.07968
4.06617	3.02558	2.87662
4.06617	2.96928	2.87662

Mahalanobis Distance of Customers' Satisfaction

MAH-Cost Leadership Strategy	MAH- Differentiation Strategy	MAH- Focus Strategy
6.19875	4.60377	4.23545
4.10504	4.77820	2.71470
3.55606	3.26157	4.25227
1.80545	2.50086	4.38957
2.91483	1.74666	2.45751
7.01252	5.96567	6.35955
2.48703	2.52634	2.51085
3.20298	3.11432	2.80256
2.91483	1.74666	2.45751
7.01252	5.96567	6.35955
2.48703	2.52634	2.51085
3.20298	3.11432	2.80256
6.99217	6.97118	6.86894
6.38463	7.10376	5.71625
10.40351	9.99368	9.95442
7.05299	8.46580	7.26409
5.26723	5.11436	5.24492
10.80296	12.68088	11.22271
2.83591	4.14229	4.11026
3.20298	4.09413	4.13657
6.54243	6.74649	7.04354
3.26947	2.26361	2.18268
6.73561	8.41899	7.27880
3.09936	3.26600	3.17114
7.06628	7.00699	6.66634
3.67626	3.57689	3.90206
5.57565	5.69969	5.84105
4.43026	2.43699	2.31586
1.97129	1.69707	0.91161
1.99882	0.41196	0.46326
0.87701	5.80950	0.53864
1.34439	6.76186	1.26624
4.39074	9.11779	3.33242
4.69968	1.91848	2.06457
2.84042	0.91111	0.91161
3.59052	4.51243	6.22702
5.28020	4.50598	11.53698

Appendix (G-5)

Correlations

Competitive Strategies and Firms' Growth

		ACLS	ADS	AFS	ALO	AC	AM	AN	AFGR
ACLS	Pearson Correlation	1	-.612**	-.683**	-.111	-.398**	-.422**	-.458**	-.513**
	Sig. (2-tailed)		.000	.000	.441	.004	.002	.001	.000
	N	50	50	50	50	50	50	50	50
ADS	Pearson Correlation	-.612**	1	.700**	.330*	.680**	.389**	.647**	.642**
	Sig. (2-tailed)	.000		.000	.019	.000	.005	.000	.000
	N	50	51	51	50	50	50	50	50
AFS	Pearson Correlation	-.683**	.700**	1	.148	.475**	.420**	.499**	.730**
	Sig. (2-tailed)	.000	.000		.304	.000	.002	.000	.000
	N	50	51	51	50	50	50	50	50
ALO	Pearson Correlation	-.111	.330*	.148	1	.637**	.131	.468**	.275
	Sig. (2-tailed)	.441	.019	.304		.000	.364	.001	.053
	N	50	50	50	50	50	50	50	50
AC	Pearson Correlation	-.398**	.680**	.475**	.637**	1	.533**	.856**	.636**
	Sig. (2-tailed)	.004	.000	.000	.000		.000	.000	.000
	N	50	50	50	50	50	50	50	50
AM	Pearson Correlation	-.422**	.389**	.420**	.131	.533**	1	.636**	.373**
	Sig. (2-tailed)	.002	.005	.002	.364	.000		.000	.008
	N	50	50	50	50	50	50	50	50
AN	Pearson Correlation	-.458**	.647**	.499**	.468**	.856**	.636**	1	.632**
	Sig. (2-tailed)	.001	.000	.000	.001	.000	.000		.000
	N	50	50	50	50	50	50	50	50
AFGR	Pearson Correlation	-.513**	.642**	.730**	.275	.636**	.373**	.632**	1
	Sig. (2-tailed)	.000	.000	.000	.053	.000	.008	.000	
	N	50	50	50	50	50	50	50	50

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

*. Correlation is significant at the 0.05 level (2-tailed).

Competitive Strategies and Employees' Satisfaction

		ACLS	ADS	AFS	ALO	AC	AM	AN	AES
ACLS	Pearson Correlation	1	-.629**	-.720**	.136**	-.191**	-.220**	-.304**	-.198**
	Sig. (2-tailed)		.000	.000	.003	.000	.000	.000	.000
	N	476	476	476	476	476	476	476	476
ADS	Pearson Correlation	-.629**	1	.647**	.088	.490**	.255**	.571**	.151**
	Sig. (2-tailed)	.000		.000	.054	.000	.000	.000	.001
	N	476	476	476	476	476	476	476	476
AFS	Pearson Correlation	-.720**	.647**	1	-.021	.381**	.339**	.496**	.160**
	Sig. (2-tailed)	.000	.000		.650	.000	.000	.000	.000
	N	476	476	476	476	476	476	476	476
ALO	Pearson Correlation	.136**	.088	-.021	1	.606**	.206**	.380**	-.021
	Sig. (2-tailed)	.003	.054	.650		.000	.000	.000	.654
	N	476	476	476	476	476	476	476	476
AC	Pearson Correlation	-.191**	.490**	.381**	.606**	1	.417**	.772**	.177**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	476	476	476	476	476	476	476	476
AM	Pearson Correlation	-.220**	.255**	.339**	.206**	.417**	1	.652**	.175**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	476	476	476	476	476	476	476	476
AN	Pearson Correlation	-.304**	.571**	.496**	.380**	.772**	.652**	1	.215**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	476	476	476	476	476	476	476	476
AES	Pearson Correlation	-.198**	.151**	.160**	-.021	.177**	.175**	.215**	1
	Sig. (2-tailed)	.000	.001	.000	.654	.000	.000	.000	
	N	476	476	476	476	476	476	476	476

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

*. Correlation is significant at the 0.05 level (2-tailed).

Competitive Strategies and Customers' Satisfaction

		ACLS	ADS	AFS	ALO	AC	AM	AN	ACS
ACLS	Pearson Correlation	1	-.685**	-.737**	-.081	-.443**	-.312**	-.494**	-.391**
	Sig. (2-tailed)		.000	.000	.076	.000	.000	.000	.000
	N	482	482	482	482	482	482	482	482
ADS	Pearson Correlation	-.685**	1	.701**	.280**	.743**	.365**	.761**	.606**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	482	482	482	482	482	482	482	482
AFS	Pearson Correlation	-.737**	.701**	1	.131**	.560**	.392**	.608**	.517**
	Sig. (2-tailed)	.000	.000		.004	.000	.000	.000	.000
	N	482	482	482	482	482	482	482	482
ALO	Pearson Correlation	-.081	.280**	.131**	1	.572**	.059	.436**	.322**
	Sig. (2-tailed)	.076	.000	.004		.000	.199	.000	.000
	N	482	482	482	482	482	482	482	482
AC	Pearson Correlation	-.443**	.743**	.560**	.572**	1	.506**	.880**	.687**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	482	482	482	482	482	482	482	482
AM	Pearson Correlation	-.312**	.365**	.392**	.059	.506**	1	.628**	.313**
	Sig. (2-tailed)	.000	.000	.000	.199	.000		.000	.000
	N	482	482	482	482	482	482	482	482
AN	Pearson Correlation	-.494**	.761**	.608**	.436**	.880**	.628**	1	.697**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	482	482	482	482	482	482	482	482
ACS	Pearson Correlation	-.391**	.606**	.517**	.322**	.687**	.313**	.697**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	482	482	482	482	482	482	482	482

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

*. Correlation is significant at the 0.05 level (2-tailed).

Competitive Strategies and Operational Characteristics

		ACLS	ADS	AFS	ALO	AC	AM	AN
ACLS	Pearson Correlation	1	-.612**	-.683**	-.111	-.398**	-.422**	-.458**
	Sig. (2-tailed)		.000	.000	.441	.004	.002	.001
	N	50	50	50	50	50	50	50
ADS	Pearson Correlation	-.612**	1	.700**	.330*	.680**	.389**	.647**
	Sig. (2-tailed)	.000		.000	.019	.000	.005	.000
	N	50	51	51	50	50	50	50
AFS	Pearson Correlation	-.683**	.700**	1	.148	.475**	.420**	.499**
	Sig. (2-tailed)	.000	.000		.304	.000	.002	.000
	N	50	51	51	50	50	50	50
ALO	Pearson Correlation	-.111	.330*	.148	1	.637**	.131	.468**
	Sig. (2-tailed)	.441	.019	.304		.000	.364	.001
	N	50	50	50	50	50	50	50
AC	Pearson Correlation	-.398**	.680**	.475**	.637**	1	.533**	.856**
	Sig. (2-tailed)	.004	.000	.000	.000		.000	.000
	N	50	50	50	50	50	50	50
AM	Pearson Correlation	-.422**	.389**	.420**	.131	.533**	1	.636**
	Sig. (2-tailed)	.002	.005	.002	.364	.000		.000
	N	50	50	50	50	50	50	50
AN	Pearson Correlation	-.458**	.647**	.499**	.468**	.856**	.636**	1
	Sig. (2-tailed)	.001	.000	.000	.001	.000	.000	
	N	50	50	50	50	50	50	50

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

*. Correlation is significant at the 0.05 level (2-tailed).

Appendix (G-6)

Multiple Linear Regression

1. Competitive Strategies & Sales Growth

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Chang	F Change	df1	df2	Sig. F Change
1	.695[a]	.483	.450	.1197548	.483	14.352	3	46	.000

a. Predictors: (Constant), AFS, ACLS, ADS
b. Dependent Variable: ASGR

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.617	3	.206	14.352	.000[b]
	Residual	.660	46	.014		
	Total	1.277	49			

a. Dependent Variable: ASGR
b. Predictors: (Constant), AFS, ACLS, ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.697	.182		-3.840	.000		
	ACLS	.065	.028	.349	2.324	.025	.498	2.006
	ADS	.075	.027	.422	2.746	.009	.477	2.099
	AFS	.106	.032	.549	3.307	.002	.407	2.457

a. Dependent Variable: ASGR

2. Competitive Strategies & Branch Growth Rate

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Chang
1	.637[a]	.406	.367	.0866785	.406	10.484	3	46	.000

a. Predictors: (Constant), AFS, ACLS, ADS
b. Dependent Variable: ABGR

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.236	3	.079	10.484	.000[b]
	Residual	.346	46	.008		
	Total	.582	49			

a. Dependent Variable: ABGR
b. Predictors: (Constant), AFS, ACLS, ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.007	.131		-.054	.957		
	ACLS	-.024	.020	-.188	-1.169	.248	.498	2.006
	ADS	.027	.020	.224	1.360	.180	.477	2.099
	AFS	.040	.023	.307	1.722	.092	.407	2.457

a. Dependent Variable: ABGR

3. Competitive Strategies & Employees Growth Rate

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square	F Change	df1	df2	Sig. F Chang
1	.798[a]	.636	.613	.0854307	.636	26.842	3	46	.000

a. Predictors: (Constant), AFS, ACLS, ADS
b. Dependent Variable: AEGR

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.588	3	.196	26.842	.000[b]
	Residual	.336	46	.007		
	Total	.923	49			

a. Dependent Variable: AEGR
b. Predictors: (Constant), AFS, ACLS, ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Erro	Beta			Tolerance	VIF
1	(Constant)	-.100	.130		-.769	.446		
	ACLS	-.031	.020	-.192	-1.528	.133	.498	2.006
	ADS	2.466E-005	.019	.000	.001	.999	.477	2.099
	AFS	.107	.023	.654	4.691	.000	.407	2.457

a. Dependent Variable: AEGR

4. Competitive Strategies & Firm Growth

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square	F Change	df 1	df2	Sig. F Change
1	.754[a]	.568	.540	.0826423	.568	20.173	3	46	.000

a. Predictors: (Constant), AFS, ACLS, ADS
b. Dependent Variable: AFGR

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.413	3	.138	20.173	.000[b]
	Residual	.314	46	.007		
	Total	.728	49			

a. Dependent Variable: AFGR
b. Predictors: (Constant), AFS, ACLS, ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.278	.125		-2.218	.032		
	ACLS	.006	.019	.040	.291	.772	.498	2.006
	ADS	.036	.019	.268	1.909	.063	.477	2.099
	AFS	.083	.022	.570	3.755	.000	.407	2.457

a. Dependent Variable: AFGR

5. Competitive Strategies & Employee Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Chang	F Change	df 1	df2	Sig. F Change
1	.202[a]	.041	.035	.4521767	.041	6.671	3	472	.000

a. Predictors: (Constant), AFS, ADS, ACLS
b. Dependent Variable: AES

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.092	3	1.364	6.671	.000[b]
	Residual	96.507	472	.204		
	Total	100.599	475			

a. Dependent Variable: AES
b. Predictors: (Constant), AFS, ADS, ACLS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.967	.265		14.955	.000		
	ACLS	-.088	.037	-.160	-2.348	.019	.436	2.296
	ADS	.023	.039	.037	.591	.555	.526	1.902
	AFS	.012	.042	.021	.297	.767	.419	2.385

a. Dependent Variable: AES

6. Competitive Strategies & Customer Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Chang	F Change	df 1	df2	Sig. F Change
1	.629[a]	.396	.392	.4000873	.396	104.488	3	47	.000

a. Predictors: (Constant), AFS, ADS, ACLS
b. Dependent Variable: ACS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.176	3	16.725	104.488	.000[b]
	Residual	76.513	478	.160		
	Total	126.690	481			

a. Dependent Variable: ACS
b. Predictors: (Constant), AFS, ADS, ACLS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.675	.225		7.454	.000		
	ACLS	.109	.035	.175	3.122	.002	.401	2.496
	ADS	.303	.030	.537	10.086	.000	.446	2.242
	AFS	.170	.036	.270	4.701	.000	.384	2.606

a. Dependent Variable: ACS

Appendix (G-7)

Simple Linear Regression (For Mediating Effect on Firm Growth)

7. Cost Leadership Strategy & Firm Growth

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Chang	F Change	df 1	df2	Sig. F Change
1	.513[a]	.264	.248	.1056460	.264	17.182	1	48	.000

a. Predictors: (Constant), ACLS
b. Dependent Variable: AFGR

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.192	1	.192	17.182	.000[b]
	Residual	.536	48	.011		
	Total	.728	49			

a. Dependent Variable: AFGR
b. Predictors: (Constant), ACLS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.371	.065		5.726	.000		
	ACLS	-.073	.018	-.513	-4.145	.000	1.000	1.000

a. Dependent Variable: AFGR

8. Cost Leadership Strategy & Location

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square	F Change	df 1	df2	Sig. F Change
1	.111[a]	.012	-.008	.5322141	.012	.604	1	48	.441

a. Predictors: (Constant), ACLS
b. Dependent Variable: ALO

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.171	1	.171	.604	.441[b]
	Residual	13.596	48	.283		
	Total	13.767	49			

a. Dependent Variable: ALO
b. Predictors: (Constant), ACLS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.763	.327		11.518	.000		
	ACLS	-.069	.088	-.111	-.777	.441	1.000	1.000

a. Dependent Variable: ALO

9. Cost Leadership Strategy & Capital

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.398[a]	.158	.141	.5979588	.158	9.030	1	48	.004

a. Predictors: (Constant), ACLS
b. Dependent Variable: AC

ANOVA[a]

Mode l		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.229	1	3.229	9.030	.004[b]
	Residual	17.163	48	.358		
	Total	20.391	49			

a. Dependent Variable: AC
b. Predictors: (Constant), ACLS

Coefficients[a]

Mod e l		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.597	.367		12.524	.000		
	ACLS	-.298	.099	-.398	-3.005	.004	1.000	1.000

a. Dependent Variable: AC

10. Cost Leadership Strategy & Managerial Skill & Experience

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Chang	F Change	df1	df2	Sig. F Change
1	.422[a]	.178	.161	.3286415	.178	10.375	1	48	.002

a. Predictors: (Constant), ACLS
b. Dependent Variable: AM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.121	1	1.121	10.375	.002[b]
	Residual	5.184	48	.108		
	Total	6.305	49			

a. Dependent Variable: AM
b. Predictors: (Constant), ACLS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.380	.202		21.711	.000		
	ACLS	-.176	.054	-.422	-3.221	.002	1.000	1.000

a. Dependent Variable: AM

11. Cost Leadership Strategy & Network and Supply Chain

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Chang	F Change	df 1	df2	Sig. F Change
1	.458[a]	.210	.193	.5284742	.210	12.752	1	48	.001

a. Predictors: (Constant), ACLS
b. Dependent Variable: AN

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.562	1	3.562	12.752	.001[b]
	Residual	13.406	48	.279		
	Total	16.967	49			

a. Dependent Variable: AN
b. Predictors: (Constant), ACLS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.611	.324		14.214	.000		
	ACLS	-.313	.088	-.458	-3.571	.001	1.000	1.000

a. Dependent Variable: AN

12. Differentiation Strategy & Firm Growth

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Chang	F Change	df1	df2	Sig. F Change
1	.642[a]	.413	.401	.0943434	.413	33.736	1	48	.000

a. Predictors: (Constant), ADS
b. Dependent Variable: AFGR

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.300	1	.300	33.736	.000[b]
	Residual	.427	48	.009		
	Total	.728	49			

a. Dependent Variable: AFGR
b. Predictors: (Constant), ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.178	.051		-3.473	.001		
	ADS	.086	.015	.642	5.808	.000	1.000	1.000

a. Dependent Variable: AFGR

13. Differentiation Strategy &Location

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Chang	F Change	df1	df2	Sig. F Change
1	.330[a]	.109	.090	.5056033	.109	5.855	1	48	.019

a. Predictors: (Constant), ADS
b. Dependent Variable: ALO

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.497	1	1.497	5.855	.019[b]
	Residual	12.270	48	.256		
	Total	13.767	49			

a. Dependent Variable: ALO
b. Predictors: (Constant), ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.872	.275		10.429	.000		
	ADS	.192	.079	.330	2.420	.019	1.000	1.000

a. Dependent Variable: ALO

14. Differentiation Strategy & Capital

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Chang	F Change	df1	df2	Sig. F Change
1	.680[a]	.462	.451	.4780436	.462	41.229	1	48	.000

a. Predictors: (Constant), ADS
b. Dependent Variable: AC

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.422	1	9.422	41.229	.000[b]
	Residua	10.969	48	.229		
	l Total	20.391	49			

a. Dependent Variable: AC
b. Predictors: (Constant), ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.909	.260		7.332	.000		
	ADS	.481	.075	.680	6.421	.000	1.000	1.000

a. Dependent Variable: AC

15. Differentiation Strategy & Management Skill and Experience

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimat	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.389[a]	.151	.134	.3338497	.151	8.568	1	48	.005

a. Predictors: (Constant), ADS
b. Dependent Variable: AM

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.955	1	.955	8.568	.005[b]
	Residual	5.350	48	.111		
	Total	6.305	49			

a. Dependent Variable: AM
b. Predictors: (Constant), ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.234	.182		17.782	.000		
	ADS	.153	.052	.389	2.927	.005	1.000	1.000

a. Dependent Variable: AM

16. Differentiation Strategy & Network and Supply Chain

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.647[a]	.418	.406	.4535838	.418	34.470	1	48	.000

a. Predictors: (Constant), ADS
b. Dependent Variable: AN

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.092	1	7.092	34.470	.000[b]
	Residual	9.875	48	.206		
	Total	16.967	49			

a. Dependent Variable: AN
b. Predictors: (Constant), ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.083	.247		8.430	.000		
	ADS	.417	.071	.647	5.871	.000	1.000	1.000

a. Dependent Variable: AN

17. Focus Strategy & Firm Growth

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Chang	F Change	df1	df2	Sig. F Change
1	.730[a]	.534	.524	.0840809	.534	54.906	1	48	.000

a. Predictors: (Constant), AFS
b. Dependent Variable: AFGR

ANOVA[a]

Mode l		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.388	1	.388	54.906	.000[b]
	Residual	.339	48	.007		
	Total	.728	49			

a. Dependent Variable: AFGR
b. Predictors: (Constant), AFS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.207	.044		-4.662	.000		
	AFS	.106	.014	.730	7.410	.000	1.000	1.000

a. Dependent Variable: AFGR

18. Focus Strategy & Location

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.148[a]	.022	.002	.5296287	.022	1.080	1	48	.304

a. Predictors: (Constant), AFS
b. Dependent Variable: ALO

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.303	1	.303	1.080	.304[b]
	Residual	13.464	48	.281		
	Total	13.767	49			

a. Dependent Variable: ALO
b. Predictors: (Constant), AFS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.236	.279		11.589	.000		
	AFS	.094	.090	.148	1.039	.304	1.000	1.000

a. Dependent Variable: ALO

19. Focus Strategy & Capital

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.475[a]	.225	.209	.5737137	.225	13.952	1	48	.000

a. Predictors: (Constant), AFS
b. Dependent Variable: AC

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.592	1	4.592	13.952	.000[b]
	Residual	15.799	48	.329		
	Total	20.391	49			

a. Dependent Variable: AC
b. Predictors: (Constant), AFS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.435	.303		8.051	.000		
	AFS	.366	.098	.475	3.735	.000	1.000	1.000

a. Dependent Variable: AC

20. Focus Strategy & Management Skill and Experience

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.420[a]	.177	.159	.3288809	.177	10.290	1	48	.002

a. Predictors: (Constant), AFS
b. Dependent Variable: AM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.113	1	1.113	10.290	.002[b]
	Residual	5.192	48	.108		
	Total	6.305	49			

a. Dependent Variable: AM
b. Predictors: (Constant), AFS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.212	.173		18.522	.000		
	AFS	.180	.056	.420	3.208	.002	1.000	1.000

a. Dependent Variable: AM

21. Focus Strategy & Network and Supply Chain

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.499[a]	.249	.233	.5153464	.249	15.887	1	48	.000

a. Predictors: (Constant), AFS
b. Dependent Variable: AN

ANOVA[a]

Mode l		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.219	1	4.219	15.887	.000[b]
	Residual	12.748	48	.266		
	Total	16.967	49			

a. Dependent Variable: AN
b. Predictors: (Constant), AFS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.441	.272		8.981	.000		
	AFS	.351	.088	.499	3.986	.000	1.000	1.000

a. Dependent Variable: AN

22. Location & Firm Growth

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.275[a]	.076	.057	.1183532	.076	3.937	1	48	.053

a. Predictors: (Constant), ALO
b. Dependent Variable: AFGR

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.055	1	.055	3.937	.053[b]
	Residual	.672	48	.014		
	Total	.728	49			

a. Dependent Variable: AFGR
b. Predictors: (Constant), ALO

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.113	.113		-.994	.325		
	ALO	.063	.032	.275	1.984	.053	1.000	1.000

a. Dependent Variable: AFGR

23. Capital & Firm Growth

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.636[a]	.405	.392	.0949930	.405	32.622	1	48	.000

a. Predictors: (Constant), AC
b. Dependent Variable: AFGR

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.294	1	.294	32.622	.000[b]
	Residual	.433	48	.009		
	Total	.728	49			

a. Dependent Variable: AFGR
b. Predictors: (Constant), AC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.314	.075		-4.163	.000		
	AC	.120	.021	.636	5.712	.000	1.000	1.000

a. Dependent Variable: AFGR

24. Management Skill and Experience & Firm Growth

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.373[a]	.139	.121	.1142155	.139	7.768	1	48	.008

a. Predictors: (Constant), AM
b. Dependent Variable: AFGR

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.101	1	.101	7.768	.008[b]
	Residual	.626	48	.013		
	Total	.728	49			

a. Dependent Variable: AFGR
b. Predictors: (Constant), AM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.365	.171		-2.134	.038		
	AM	.127	.045	.373	2.787	.008	1.000	1.000

a. Dependent Variable: AFGR

25. Network and Supply Chain & Firm Growth

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Chang	F Change	df1	df 2	Sig. F Change
1	.632[a]	.400	.387	.0953738	.400	31.979	1	4	.000

a. Predictors: (Constant), AN
b. Dependent Variable: AFGR

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.291	1	.291	31.979	.000[b]
	Residual	.437	48	.009		
	Total	.728	49			

a. Dependent Variable: AFGR
b. Predictors: (Constant), AN

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.346	.082		-4.235	.000		
	AN	.131	.023	.632	5.655	.000	1.000	1.000

a. Dependent Variable: AFGR

Appendix (G-8)

Simple Linear Regression (For Mediating Effect on Employees' Satisfaction)

26. Cost Leadership Strategy & Employee Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.198[a]	.039	.037	.4515306	.039	19.423	1	474	.000

a. Predictors: (Constant), ACLS
b. Dependent Variable: AES

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.960	1	3.960	19.423	.000[b]
	Residual	96.639	474	.204		
	Total	100.599	475			

a. Dependent Variable: AES
b. Predictors: (Constant), ACLS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.163	.087		47.700	.000		
	ACLS	-.108	.025	-.198	-4.407	.000	1.000	1.000

a. Dependent Variable: AES

27. Cost Leadership Strategy & Location

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.136[a]	.019	.016	.5283711	.019	8.954	1	474	.003

a. Predictors: (Constant), ACLS
b. Dependent Variable: ALO

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.500	1	2.500	8.954	.003[b]
	Residual	132.329	474	.279		
	Total	134.829	475			

a. Dependent Variable: ALO
b. Predictors: (Constant), ACLS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.354	.102		32.849	.000		
	ACLS	.086	.029	.136	2.992	.003	1.000	1.000

a. Dependent Variable: ALO

28. Cost Leadership Strategy & Capital

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.191[a]	.036	.034	.5563673	.036	17.879	1	474	.000

a. Predictors: (Constant), ACLS
b. Dependent Variable: AC

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.534	1	5.534	17.879	.000[b]
	Residual	146.724	474	.310		
	Total	152.258	475			

a. Dependent Variable: AC
b. Predictors: (Constant), ACLS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.278	.108		39.784	.000		
	ACLS	-.128	.030	-.191	-4.228	.000	1.000	1.000

a. Dependent Variable: AC

29. Cost Leadership Strategy & Management Skill and Experience

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.220[a]	.048	.046	.2963211	.048	24.041	1	474	.000

a. Predictors: (Constant), ACLS
b. Dependent Variable: AM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.111	1	2.111	24.041	.000[b]
	Residual	41.620	474	.088		
	Total	43.731	475			

a. Dependent Variable: AM
b. Predictors: (Constant), ACLS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.058	.057		70.853	.000		
	ACLS	-.079	.016	-.220	-4.903	.000	1.000	1.000

a. Dependent Variable: AM

30. Cost Leadership Strategy & Network and Supply Chain

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.304[a]	.093	.091	.5017802	.093	48.388	1	474	.000

a. Predictors: (Constant), ACLS
b. Dependent Variable: AN

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.183	1	12.183	48.388	.000[b]
	Residual	119.345	474	.252		
	Total	131.529	475			

a. Dependent Variable: AN
b. Predictors: (Constant), ACLS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.417	.097		45.544	.000		
	ACLS	-.190	.027	-.304	-6.956	.000	1.000	1.000

a. Dependent Variable: AN

31. Differentiation Strategy & Employee Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.151[a]	.023	.021	.4554019	.023	11.069	1	474	.001

a. Predictors: (Constant), ADS
b. Dependent Variable: AES

ANOVA[a]

Mode l		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.296	1	2.296	11.069	.001[b]
	Residual	98.303	474	.207		
	Total	100.599	475			

a. Dependent Variable: AES
b. Predictors: (Constant), ADS

Coefficients[a]

Mod el		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.438	.108		31.934	.000		
	ADS	.094	.028	.151	3.327	.001	1.000	1.000

a. Dependent Variable: AES

32. Differentiation Strategy & Location

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.088[a]	.008	.006	.5312525	.008	3.730	1	474	.054

a. Predictors: (Constant), ADS
b. Dependent Variable: ALO

ANOVA[a]

Mode l		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.053	1	1.053	3.730	.054[b]
	Residual	133.777	474	.282		
	Total	134.829	475			

a. Dependent Variable: ALO
b. Predictors: (Constant), ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.413	.126		27.182	.000		
	ADS	.063	.033	.088	1.931	.054	1.000	1.000

a. Dependent Variable: ALO

33. Differentiation Strategy & Capital

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.490[a]	.240	.239	.4939886	.240	149.947	1	474	.000

a. Predictors: (Constant), ADS
b. Dependent Variable: AC

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.591	1	36.591	149.947	.000[b]
	Residual	115.668	474	.244		
	Total	152.258	475			

a. Dependent Variable: AC
b. Predictors: (Constant), ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.433	.117		20.840	.000		
	ADS	.374	.031	.490	12.245	.000	1.000	1.000

a. Dependent Variable: AC

34. Differentiation Strategy & Management Skill and Experience

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.255[a]	.065	.063	.2937194	.065	32.903	1	474	.000

a. Predictors: (Constant), ADS
b. Dependent Variable: AM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.839	1	2.839	32.903	.000[b]
	Residual	40.892	474	.086		
	Total	43.731	475			

a. Dependent Variable: AM
b. Predictors: (Constant), ADS

Coefficients[a]

Mod el		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.394	.069		48.888	.000		
	ADS	.104	.018	.255	5.736	.000	1.000	1.000

a. Dependent Variable: AM

35. Differentiation Strategy & Network and Supply Chain

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.571[a]	.326	.325	.432469	.326	229.252	1	474	.000

a. Predictors: (Constant), ADS
b. Dependent Variable: AN

ANOVA[a]

Mode l		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.877	1	42.877	229.252	.000[b]
	Residual	88.652	474	.187		
	Total	131.529	475			

a. Dependent Variable: AN
b. Predictors: (Constant), ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.243	.102		21.941	.000		
	ADS	.405	.027	.571	15.141	.000	1.000	1.000

a. Dependent Variable: AN

36. Focus Strategy & Employee Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.160[a]	.026	.024	.4547592	.026	12.441	1	474	.000

a. Predictors: (Constant), AFS
b. Dependent Variable: AES

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.573	1	2.573	12.441	.000[b]
	Residual	98.026	474	.207		
	Total	100.599	475			

a. Dependent Variable: AES
b. Predictors: (Constant), AFS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.491	.087		40.104	.000		
	AFS	.096	.027	.160	3.527	.000	1.000	1.000

a. Dependent Variable: AES

37. Focus Strategy & Location

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.021[a]	.000	-.002	.5332223	.000	.207	1	474	.650

a. Predictors: (Constant), AFS
b. Dependent Variable: ALO

ANOVA[a]

Mode l		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.059	1	.059	.207	.650[b]
	Residual	134.771	474	.284		
	Total	134.829	475			

a. Dependent Variable: ALO
b. Predictors: (Constant), AFS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.696	.102		36.215	.000		
	AFS	-.015	.032	-.021	-.454	.650	1.000	1.000

a. Dependent Variable: ALO

38. Focus Strategy & Capital

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.381[a]	.145	.144	.5239308	.145	80.669	1	474	.000

a. Predictors: (Constant), AFS
b. Dependent Variable: AC

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.144	1	22.144	80.669	.000[b]
	Residual	130.115	474	.275		
	Total	152.258	475			

a. Dependent Variable: AC
b. Predictors: (Constant), AFS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.962	.100		29.532	.000		
	AFS	.283	.031	.381	8.982	.000	1.000	1.000

a. Dependent Variable: AC

39. Focus Strategy & Management Skill and Experience

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.339[a]	.115	.113	.2857552	.115	61.552	1	474	.000

a. Predictors: (Constant), AFS
b. Dependent Variable: AM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.026	1	5.026	61.552	.000[b]
	Residual	38.705	474	.082		
	Total	43.731	475			

a. Dependent Variable: AM
b. Predictors: (Constant), AFS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.368	.055		61.580	.000		
	AFS	.135	.017	.339	7.846	.000	1.000	1.000

a. Dependent Variable: AM

40. Focus Strategy & Network and Supply Chain

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.496[a]	.246	.244	.4575286	.246	154.325	1	474	.000

a. Predictors: (Constant), AFS
b. Dependent Variable: AN

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.305	1	32.305	154.325	.000[b]
	Residual	99.224	474	.209		
	Total	131.529	475			

a. Dependent Variable: AN
b. Predictors: (Constant), AFS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.705	.088		30.888	.000		
	AFS	.341	.027	.496	12.423	.000	1.000	1.000

a. Dependent Variable: AN

41. Location & Employee Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.021[a]	.000	-.002	.4605910	.000	.201	1	474	.654

a. Predictors: (Constant), ALO
b. Dependent Variable: AES

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.043	1	.043	.201	.654[b]
	Residual	100.556	474	.212		
	Total	100.599	475			

a. Dependent Variable: AES
b. Predictors: (Constant), ALO

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.854	.146		26.331	.000		
	ALO	-.018	.040	-.021	-.449	.654	1.000	1.000

a. Dependent Variable: AES

42. Capital & Employee Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.177[a]	.031	.029	.4534336	.031	15.290	1	474	.000

a. Predictors: (Constant), AC
b. Dependent Variable: AES

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.144	1	3.144	15.290	.000[b]
	Residual	97.455	474	.206		
	Total	100.599	475			

a. Dependent Variable: AES
b. Predictors: (Constant), AC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.238	.142		22.723	.000		
	AC	.144	.037	.177	3.910	.000	1.000	1.000

a. Dependent Variable: AES

43. Management Skill and Experience & Employee Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.175[a]	.031	.029	.4535682	.031	14.999	1	474	.000

a. Predictors: (Constant), AM
b. Dependent Variable: AES

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.086	1	3.086	14.999	.000[b]
	Residual	97.513	474	.206		
	Total	100.599	475			

a. Dependent Variable: AES
b. Predictors: (Constant), AM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.784	.260		10.689	.000		
	AM	.266	.069	.175	3.873	.000	1.000	1.000

a. Dependent Variable: AES

44. Network and Supply Chain & Employee Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.215[a]	.046	.044	.4499223	.046	22.957	1	474	.000

a. Predictors: (Constant), AN
b. Dependent Variable: AES

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.647	1	4.647	22.957	.000[b]
	Residual	95.952	474	.202		
	Total	100.599	475			

a. Dependent Variable: AES
b. Predictors: (Constant), AN

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.082	.149		20.685	.000		
	AN	.188	.039	.215	4.791	.000	1.000	1.000

a. Dependent Variable: AES

Appendix (G-9)

Simple Linear Regression (For Mediating Effect on Customers' Satisfaction)

45. Cost Leadership Strategy and Customer Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.391[a]	.153	.151	.4727441	.153	86.877	1	480	.000

a. Predictors: (Constant), ACLS
b. Dependent Variable: ACS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.416	1	19.416	86.877	.000[b]
	Residual	107.274	480	.223		
	Total	126.690	481			

a. Dependent Variable: ACS
b. Predictors: (Constant), ACLS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.463	.094		47.446	.000		
	ACLS	-.243	.026	-.391	-9.321	.000	1.000	1.000

a. Dependent Variable: ACS

46. Cost Leadership Strategy and Location

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.081[a]	.007	.004	.5532254	.007	3.168	1	480	.076

a. Predictors: (Constant), ACLS
b. Dependent Variable: ALO

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.970	1	.970	3.168	.076[b]
	Residual	146.908	480	.306		
	Total	147.878	481			

a. Dependent Variable: ALO
b. Predictors: (Constant), ACLS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.737	.110		33.949	.000		
	ACLS	-.054	.030	-.081	-1.780	.076	1.000	1.000

a. Dependent Variable: ALO

47. Cost Leadership Strategy and Capital

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.443[a]	.196	.195	.614265	.196	117.3	1	48	.000

a. Predictors: (Constant), ACLS
b. Dependent Variable: AC

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.277	1	44.277	117.346	.000[b]
	Residual	181.115	480	.377		
	Total	225.392	481			

a. Dependent Variable: AC
b. Predictors: (Constant), ACLS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.870	.122		39.849	.000		
	ACLS	-.366	.034	-.443	-10.833	.000	1.000	1.000

a. Dependent Variable: AC

48. Cost Leadership Strategy and Management Skill and Experience

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.312[a]	.097	.096	.3438196	.097	51.845	1	48	.000

a. Predictors: (Constant), ACLS
b. Dependent Variable: AM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.129	1	6.129	51.845	.000[b]
	Residual	56.742	480	.118		
	Total	62.870	481			

a. Dependent Variable: AM
b. Predictors: (Constant), ACLS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.203	.068		61.443	.000		
	ACLS	-.136	.019	-.312	-7.200	.000	1.000	1.000

a. Dependent Variable: AM

49. Cost Leadership Strategy and Network and Supply Chain

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.494[a]	.244	.242	.545589	.244	154.551	1	480	.000

a. Predictors: (Constant), ACLS
b. Dependent Variable: AN

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.005	1	46.005	154.551	.000[b]
	Residual	142.880	480	.298		
	Total	188.885	481			

a. Dependent Variable: AN
b. Predictors: (Constant), ACLS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.870	.109		44.865	.000		
	ACLS	-.373	.030	-.494	-12.432	.000	1.000	1.000

a. Dependent Variable: AN

50. Differentiation Strategy and Customer Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.606[a]	.367	.366	.408722	.367	278.376	1	480	.000

a. Predictors: (Constant), ADS
b. Dependent Variable: ACS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.504	1	46.504	278.376	.000[b]
	Residual	80.186	480	.167		
	Total	126.690	481			

a. Dependent Variable: ACS
b. Predictors: (Constant), ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.423	.073		32.975	.000		
	ADS	.342	.021	.606	16.685	.000	1.000	1.000

a. Dependent Variable: ACS

51. Differentiation Strategy and Location

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.280[a]	.078	.076	.532911	.078	40.705	1	480	.000

a. Predictors: (Constant), ADS
b. Dependent Variable: ALO

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.560	1	11.560	40.705	.000[b]
	Residual	136.318	480	.284		
	Total	147.878	481			

a. Dependent Variable: ALO
b. Predictors: (Constant), ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.955	.096		30.838	.000		
	ADS	.171	.027	.280	6.380	.000	1.000	1.000

a. Dependent Variable: ALO

52. Differentiation Strategy and Capital

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.743[a]	.551	.550	.4590050	.551	589.802	1	480	.000

a. Predictors: (Constant), ADS
b. Dependent Variable: AC

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124.263	1	124.263	589.802	.000[b]
	Residual	101.129	480	.211		
	Total	225.392	481			

a. Dependent Variable: AC
b. Predictors: (Constant), ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.642	.083		19.903	.000		
	ADS	.560	.023	.743	24.286	.000	1.000	1.000

a. Dependent Variable: AC

53. Differentiation Strategy and Management Skill and Experiences

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.365[a]	.133	.132	.336925	.133	73.834	1	480	.000

a. Predictors: (Constant), ADS
b. Dependent Variable: AM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.382	1	8.382	73.834	.000[b]
	Residual	54.489	480	.114		
	Total	62.870	481			

a. Dependent Variable: AM
b. Predictors: (Constant), ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.220	.061		53.157	.000		
	ADS	.145	.017	.365	8.593	.000	1.000	1.000

a. Dependent Variable: AM

54. Differentiation Strategy and Network and Supply Chain

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.761[a]	.579	.578	.407173	.579	659.304	1	480	.000

a. Predictors: (Constant), ADS
b. Dependent Variable: AN

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	109.306	1	109.306	659.304	.000[b]
	Residual	79.579	480	.166		
	Total	188.885	481			

a. Dependent Variable: AN
b. Predictors: (Constant), ADS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.738	.073		23.741	.000		
	ADS	.525	.020	.761	25.677	.000	1.000	1.000

a. Dependent Variable: AN

55. Focus Strategy and Customer Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.517[a]	.267	.266	.4397612	.267	175.10	1	480	.000

a. Predictors: (Constant), AFS
b. Dependent Variable: ACS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.863	1	33.863	175.100	.000[b]
	Residual	92.827	480	.193		
	Total	126.690	481			

a. Dependent Variable: ACS
b. Predictors: (Constant), AFS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.649	.075		35.180	.000		
	AFS	.325	.025	.517	13.233	.000	1.000	1.000

a. Dependent Variable: ACS

56. Focus Strategy and Location

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.131[a]	.017	.015	.5502768	.017	8.360	1	480	.004

a. Predictors: (Constant), AFS
b. Dependent Variable: ALO

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.531	1	2.531	8.360	.004[b]
	Residual	145.346	480	.303		
	Total	147.878	481			

a. Dependent Variable: ALO
b. Predictors: (Constant), AFS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.283	.094		34.850	.000		
	AFS	.089	.031	.131	2.891	.004	1.000	1.000

a. Dependent Variable: ALO

57. Focus Strategy and Capital

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Chang
1	.560[a]	.314	.313	.5675347	.314	219.767	1	480	.000

a. Predictors: (Constant), AFS
b. Dependent Variable: AC

ANOVA[a]

Mode l		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.786	1	70.786	219.767	.000[b]
	Residual	154.606	480	.322		
	Total	225.392	481			

a. Dependent Variable: AC
b. Predictors: (Constant), AFS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.193	.097		22.566	.000		
	AFS	.470	.032	.560	14.825	.000	1.000	1.000

a. Dependent Variable: AC

58. Focus Strategy and Management Skill and Experience

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.392[a]	.153	.152	.3329797	.153	87.036	1	480	.000

a. Predictors: (Constant), AFS
b. Dependent Variable: AM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.650	1	9.650	87.036	.000[b]
	Residual	53.220	480	.111		
	Total	62.870	481			

a. Dependent Variable: AM
b. Predictors: (Constant), AFS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.211	.057		56.321	.000		
	AFS	.174	.019	.392	9.329	.000	1.000	1.000

a. Dependent Variable: AM

59. Focus Strategy and Network and Supply Chain

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.608[a]	.369	.368	.4981791	.369	281.074	1	480	.000

a. Predictors: (Constant), AFS
b. Dependent Variable: AN

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.758	1	69.758	281.074	.000[b]
	Residual	119.128	480	.248		
	Total	188.885	481			

a. Dependent Variable: AN
b. Predictors: (Constant), AFS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.178	.085		25.534	.000		
	AFS	.467	.028	.608	16.765	.000	1.000	1.000

a. Dependent Variable: AN

60. Location & Customer Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.322[a]	.104	.102	.4863207	.104	55.668	1	480	.000

a. Predictors: (Constant), ALO
b. Dependent Variable: ACS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.166	1	13.166	55.668	.000[b]
	Residual	113.524	480	.237		
	Total	126.690	481			

a. Dependent Variable: ACS
b. Predictors: (Constant), ALO

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.551	.144		17.774	.000		
	ALO	.298	.040	.322	7.461	.000	1.000	1.000

a. Dependent Variable: ACS

61. Capital & Customer Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.687[a]	.472	.471	.3732912	.472	429.172	1	480	.000

a. Predictors: (Constant), AC
b. Dependent Variable: ACS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.803	1	59.803	429.172	.000[b]
	Residual	66.886	480	.139		
	Total	126.690	481			

a. Dependent Variable: ACS
b. Predictors: (Constant), AC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.765	.091		19.464	.000		
	AC	.515	.025	.687	20.716	.000	1.000	1.000

a. Dependent Variable: ACS

62. anagement Skill and Experience & Customer Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.313[a]	.098	.096	.4879273	.098	52.146	1	480	.000

a. Predictors: (Constant), AM
b. Dependent Variable: ACS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.41	1	12.415	52.146	.000[b]
	Residual	114.27	480	.238		
	Total	126.69	481			

a. Dependent Variable: ACS
b. Predictors: (Constant), AM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.955	.230		8.490	.000		
	AM	.444	.062	.313	7.221	.000	1.000	1.000

a. Dependent Variable: ACS

63. Network and Supply Chain & Customer Satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.697[a]	.486	.485	.3682629	.486	454.169	1	480	.000

a. Predictors: (Constant), AN
b. Dependent Variable: ACS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.593	1	61.593	454.169	.000[b]
	Residual	65.096	480	.136		
	Total	126.690	481			

a. Dependent Variable: ACS
b. Predictors: (Constant), AN

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.578	.097		16.312	.000		
	AN	.571	.027	.697	21.311	.000	1.000	1.000

a. Dependent Variable: ACS