

Research Article

The Importance of Strategic Planning, Employee Performance, and Supplier Relationship Management in F&B Business

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Abstract: This study presents a literature review that investigates the role of strategic planning in enhancing employee performance and strengthening supplier relationship management within the food and beverage (F&B) business sector in Semarang City. Strategic planning, as the independent variable, is critical in defining the company's vision, mission, objectives, and policies, which directly influence the productivity, effectiveness, and engagement of employees, the dependent variable. By systematically analyzing a wide range of literature sources, including peer-reviewed journals, articles, and other reputable publications, this study highlights the multifaceted benefits of effective strategic planning. The analysis reveals that organizations that implement clear and well-structured strategic plans are more likely to experience improved employee motivation, higher performance levels, greater job satisfaction, and increased employee loyalty. Additionally, the study emphasizes the importance of establishing and maintaining strong, strategic relationships with suppliers, which contribute to operational stability, efficient supply chain management, and enhanced competitiveness in the F&B industry. The findings suggest that strategic planning and supplier relationship management are interrelated and mutually reinforcing processes that help businesses anticipate market demands, optimize resource allocation, and respond effectively to operational challenges. Ultimately, the integration of these two factors provides a sustainable competitive advantage, enabling F&B businesses in Semarang to improve internal performance while simultaneously strengthening external partnerships. This study underscores the necessity for managers and business owners to prioritize strategic planning and supplier relationship management as essential components of long-term business success in a highly dynamic and competitive market environment.

Keywords: Employee Performance; Food and Beverage (F&B); Semarang; Strategic Planning; Supplier Relationship Management

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1. Introduction

In the food and beverage (F&B) industry, fierce competitors and dynamic changes in consumer tastes require companies to continuously innovate and improve their operational quality. Strategic planning is one of the key elements that determine business success, especially in managing employee performance and building strong relationships with suppliers. Without proper planning, companies can lose direction and struggle to achieve their long-term goals. Strategic planning helps align the company's vision and mission with the operational actions necessary to achieve them (Julianti, Sutantri, & Mala, 2024).

In addition, employee performance is a crucial factor that directly affects the quality of products and services offered. Well-trained and motivated employees will be able to increase productivity and operational efficiency, which ultimately contributes to customer satisfaction

and overall business success (Julianti et al., 2024). And the last, strong relationships with suppliers (Supplier Relationship Management or SRM) are also an important foundation for the sustainability of the F&B business. Reliable suppliers can ensure the availability of quality raw materials at competitive prices, which is very important for maintaining the quality of the final product (Fitriasyach, Putri, & Affifatusholihah, 2024).

The importance of strategic planning, employee performance management, and supplier relationship management in the F&B industry will be examined in depth through this literature study. This research aims to provide comprehensive insights into how these three elements contribute to the success of F&B businesses and how companies can optimize them to achieve competitive advantage.

2. Literature Review

Strategic planning is a process whereby companies set long-term goals and strategies to achieve them. David (2011) argues that strategic planning helps companies align their vision and mission with operational actions, enabling them to achieve their goals effectively and efficiently. In the context of the F&B industry, strategic planning is important due to fierce competition and dynamic changes in consumer tastes. A study by Suryana (2016) emphasizes that F&B companies need to continuously innovate and adjust their strategies to maintain competitiveness. Present the key background theory relevant to the research.

Employee performance is one of the key factors that determine the operational success of a business. Kaplan and Norton (1996) in their Balanced Scorecard concept explain that employee performance must be measured and managed effectively to align with company strategy. Armstrong (2020) adds that good performance management includes providing continuous feedback and developing employee skills. In the F&B industry, where service and product quality are highly dependent on employees, effective performance management is crucial. Hermawan (2018) shows that improving employee performance can have a direct impact on service quality and customer satisfaction.

Supplier Relationship Management (SRM) is the process of managing interactions with suppliers with the aim of maximizing value for the company. Christopher (2016) emphasizes that strong relationships with suppliers enable companies to obtain high-quality raw materials at competitive prices, which ultimately contributes to business sustainability. According to Cousins et al. (2008), effective SRM not only improves cost efficiency but also opens up opportunities for collaboration in product innovation. In the context of F&B, Puspitaningtyas (2017) shows that solid relationships with suppliers can ensure supply chain sustainability and product quality stability, which are important for maintaining brand reputation in the market.

3. Research Method

The research method used is a literature study. This method aims to collect, analyze, and synthesize information from various relevant sources to understand the concept and importance of employee performance in the Food & Beverage (F&B) industry. The data in this study was collected from various published literature, including books, scientific journals, and management activity reports related to the importance of employee performance in the context of the F&B business. The sources selected were relevant, up-to-date (particularly within the last 10 years), and academically or practically recognized as credible references in the field of management and the F&B industry. The data collection technique was carried out by identifying, accessing, and reviewing relevant documents through searches in academic databases such as Google Scholar, JSTOR, ProQuest, as well as university and research institution libraries.

The results of the analysis are presented descriptively in the form of a systematic narrative, explaining the main findings related to employee performance in the F&B business. This study also presents a conceptual model that illustrates how employee performance contributes to the success of the F&B business.

4. Results and Discussion

This article examines the importance of strategic planning, employee performance, and Supplier Relationship Management (SRM) in the Food & Beverage (F&B) industry through a literature review method. The results of this literature review show that these three aspects are interrelated and play a significant role in determining the success of an F&B business.

Strategic Planning

Strategic planning is the foundation for the long-term success of F&B business. Based on the literature reviewed, strategic planning helps companies set clear goals, determine the direction of the company, and develop steps to achieve them. David (2011) argues that effective strategic planning enables companies to adapt to market changes and maintain competitiveness. In the F&B industry, where consumer tastes and market trends are highly dynamic, strategic planning is crucial. According to Suryana (2016), companies that are able to develop good long-term strategies will be better prepared to face challenges such as fluctuations in raw material prices, regulatory changes, and intense competition. F&B companies with adaptive strategies can also be more effective in innovating products and services, which are key factors in attracting and retaining customers.

Employee Performance

Employee performance plays a vital role in the daily operations of an F&B business. Armstrong (2020) states that good performance management, including training, development, and appropriate feedback, can increase employee productivity and service quality. In the context of F&B, where direct interaction with customers greatly determines brand perception, employee performance is particularly important. Hermawan (2018) identifies that employees with the right skills and high motivation tend to provide better service and are able to cope with operational pressures, especially during busy hours. This not only improves operational efficiency but also contributes to customer satisfaction and company reputation. Studies also show that companies that invest in employee development tend to have higher employee retention rates, which in turn reduces costs associated with employee turnover and training.

Supplier Relationship Management (SRM)

SRM, or supplier relationship management, is a key element in ensuring the smooth operation of F&B businesses. Christopher (2016) emphasizes that strong relationships with suppliers enable companies to obtain quality raw materials at competitive prices and reduce the risk of supply chain disruptions. According to Cousins et al. (2008), effective SRM also opens up opportunities for closer collaboration with suppliers in terms of product innovation, which is important in the F&B industry that is highly dependent on fresh and high-quality raw materials. In addition, good relationships with suppliers can create mutually beneficial partnerships, where suppliers can also provide support in the form of market information, consumer trends, and even relevant new technologies. Hariyadi and Purwantini (2014) found that in the Indonesian context, many F&B companies that have survived in a competitive market are those that have built and maintained solid relationships with their main suppliers. This shows that good SRM is not only about price negotiations but also about building trust and long-term cooperation that can provide added value for both parties.

This literature review reveals that strategic planning, employee performance, and SRM are inseparable in the context of F&B business success. Good strategic planning provides a framework for companies to manage employee performance and build strong relationships with suppliers. Optimal employee performance supports the implementation of company strategies, while effective SRM ensures that companies have access to the resources needed to achieve their strategic objectives.

For example, F&B companies that have strategic planning that is well integrated with employee performance management and SRM tend to be more adaptable to market changes and maintain their competitive position. This is because they not only focus on product innovation but also ensure that the entire value chain, from raw material procurement to product delivery to customers, is managed efficiently.

In a broader context, the results of this study support the view that a holistic and integrated management approach is essential in the F&B industry. By combining strategic planning, employee performance management, and SRM, companies can achieve higher operational efficiency, improve product and service quality, and build strong relationships with all stakeholders.

Table 1. Literature Review Results

No	Journal	Result
1	Author : Jandrianto patandian Journal :Jurnal Ilmiah Dan Karya Mahasiswa -Vol. 2 No. 2 April 2024 Title: Strategi Manajemen Pengelolaan Peluang Bisnis F&B Sebagai Upaya Mengatasi Permasalahan Ekonomi Keluarga dengan Pemanfaatan Teknologi Digital	The success of F&B businesses in integrating digital technology can facilitate more interactive marketing and simplify purchasing methods, but this requires supporting huma
2	Author: Liana Dwi Septiningrum Journal: Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi Vol 8 No.1 April 2021 Title: Manajemen Strategi Untuk Meningkatkan Penjualan FOOD AND BEVERAGE Di Era Pandemi Covid 19	Strategic management to increase sales during the pandemic includes planning by creating a sales framework that prioritizes customer service, increasing product innovation, and improving marketing strategies. The implementation, coordination, and evaluation stages (in this case, by providing regular questionnaires to customers on service and menu quality, giving rewards and punishments to employees, and creating the latest policies during the pandemic).
3	Author : Peggy Hariwan Journal : Jurnal Manajemen Bisnis Indonesia Vol. 2, Nomor 1, Oct 2014 Title: Perancangan Model Bisnis Cafe Zapateria	This study explains that current cafe customers expect something more that they can feel from the services provided by most cafes today. In other words, customers want new innovations in cafe employee service performance that aim to improve the quality of satisfaction and the convenience of a service.
4	Author : Nic Lees , Peter Nuthall dan Mark M.J. Wilson. Journal: International Food and Agribusiness Management Review Volume 23, Issue 3, 2020; DOI: 10.22434/IFAMR2019.0178 Title: Relationship quality and supplier performance in food supply chains	The positive relationship between relationship quality and supplier performance in the food context has been clearly validated. This provides evidence for the influence of relationship quality on supplier communication and supplier loyalty. The results of this study emphasize the importance of relationship quality that has been established in the manufacturing and service industries.
5	Author: Everist Onyehuluchukwu Eneh PhD, Ogbuke, John Chukwu PhD & Okwor, Evaristus Onyeghana. Journal: Contemporary Journal of Management Volume 5, Issue 5, 2023. Title: Employee Performance Management and Performance of Food Beverage Manufacturing Firms of Enugu State	There is a significant positive relationship between employee engagement and the profitability of food and beverage manufacturing companies in Enugu State ($r = .453 < .985$) as reported in the probability value ($r = .453 < .985, p < .05$). There is a significant positive relationship between talent identification and the output of food manufacturing companies in Enugu State ($r = .416 < .971$) as reported in the probability value ($r = .416 < .971, p < .05$).
6	Author: Fakhriji Teja Sukmana dan Mochamad Vrans Romi Journal : Jurnal Manajemen dan Sains, Vol 9, No 1 (2024): April, 334-339, DOI: 10.33087/jmas.v9i1.1613 Title: Optimalisasi Kinerja Karyawan Bagian Produksi PT. XYZ Kabupaten Majalengka Melalui Motivasi Kerja dan Pembinaan Disiplin	The results show that work motivation partially affects employee performance, and discipline training partially does not affect employee performance. Furthermore, work motivation and discipline training simultaneously affect the performance of production employees at PT. XYZ in Majalengka Regency.
7	Author: Omar Abdullah, Tahir Sufi, dan Sanjeev Kumar. Journal: International Journal of Professional Business Review, Volume 8, Issue 5, 2023. Title: Impact of Food and Beverage Quality and Service Quality Towards Customer Satisfaction and Customer Retention, A Study of Five-Star Hotels	The results show that in five-star hotel restaurants, food and beverage quality has a positive impact on customer satisfaction. The quality of service provided by five-star restaurants has a favorable impact on customer satisfaction. Customer retention is positively influenced by satisfaction. Compared to other factors, quality elements have the greatest positive impact on aspects of customer satisfaction such as food costs, beverage costs, and quality. In terms of consumer satisfaction and repurchase intention, this has a beneficial impact on five-star hotel restaurants in Delhi. Service quality and customer retention have a

- 8 Author: Amirullah , Muhammad Rizka, Mulyadi, Reynold Herwinsyah
Journal: Proceeding Seminar Nasional Politeknik Negeri Lhokseumawe Vol.7 No.1 Maret 2024 | ISSN: 2598-3954
Title: Desain dan Implementasi Aplikasi Pemesanan DeCafe: Optimalisasi Proses Pelayanan di Cafe dan Restoran melalui Fungsi Digital
- 9 Author: Vincent Sylvester Leewellyn, Nami Fitricia Pasaribu, Asep Syaiful Bahri
Journal: Proceeding of Community Development, Volume 2 (2018)
Title: Increased Competence of Human Resources in the Field of F&B Service in Food and Beverage Enterprises in the Puncak, Bogor Regency (Peningkatan Kompetensi SDM Bidang F&B Service pada Usaha Makanan dan Minuman di Kab. Bogor)
- 10 Author: Diyah Pujiati, Nanang Setiyoko, Pepie Diptyana, Laila Saleh Marta, Deny Hermansyah
Journal: Jurnal Pengabdian kepada Masyarakat Vol. 2, No. 2, Oktober 2022, pp. 148-155
Title: Pelatihan Pengembangan Konten Digital Marketing Berbasis E-Peken di Leny Catering - Surabaya (Training for Digital Marketing Content Based on E-Peken Application in Leny Catering - Surabaya)
- 11 Author: Evanayeda Anindita
Journal: Tugas Akhir Jurusan Teknik Industri Fakultas Teknologi Industri Universitas Islam Indonesia Yogyakarta
Title: Perbaikan Kualitas Pelayanan pada Svarga Coffee and Eatery dengan Metode Service Quality (SERVQUAL), Importance Performance Analysis (IPA), dan Service Blueprint (Studi Kasus pada "Svarga Coffee & Eatery "Yogyakarta)

strong correlation, with customer satisfaction acting as a mediating factor.

Test results show that the "DeCafe Ordering Application" has the potential to increase productivity, minimize errors, and improve overall service quality. Thus, this application shows positive prospects as a useful tool for the food and beverage industry that wants to improve their operations in the digital era.

Based on the results of the pre-test in the service excellence training, the average knowledge of the participants was 6.5, indicating a fairly good basic understanding, but there were still shortcomings in technical aspects and service practices. The training material focused on improving responsive skills in serving guests and handling customer complaints. After the material was delivered, participants were asked to provide feedback on the training that had been given. The service excellence training emphasized the importance of the trainer's appearance and performance in delivering the material. Most participants assessed that the trainers were competent, able to provide relevant examples, and professional in introducing restaurant equipment. In the practical session, participants were taught how to handle guest complaints through simulations of real situations. After the training, the post-test showed a significant increase in participants' understanding, with the average score rising to 9.8, proving the effectiveness of the training in improving service skills.

Based on the results of training and mentoring conducted with partners, the training had a positive impact and brought about change. This can be seen from the enthusiasm of the training participants and the direct application of the training results. The results of the training can be seen from the changes in E-Peken after the update was carried out with partners. With this training, Leny Catering's digital marketing literacy and skills have improved, and the administration of finished product inventory and sales data has been improved.

The Servqual calculation results show a gap of -0.55 between customer expectations and perceptions, with an expectation value of 4.30 and a perception value of 3.75. This indicates that customers are not fully satisfied with the services provided. Based on the research, there are several aspects of service that need improvement, including the accuracy and suitability of orders with the menu received by customers, the availability of employees to assist customers when choosing a menu, and increasing the personal attention of employees to customers, such as greeting them, apologizing, and expressing gratitude. Then, the improvement plan with a service blueprint is to conduct training for employees to understand the menu thoroughly and assist customers in choosing menus by providing recommendations related to best sellers at Svarga Coffee & Eatery, increasing personal attention from employees by greeting and thanking customers, and apologizing if there are mistakes in service.

- 12 Author: Ni Made Ega Puspitasari, Made Widya Par-amitha
Journal: Jurnal Pariwisata dan Bisnis Vol 02, No 6, 2023: 1458-1470
Title: Persepsi Karyawan Food and Beverage Service Terhadap Program Pelatihan di Hotel Fairmont Sanur Beach (Perception of Food and Beverage Service Employees on Training Programs at Hotel Fairmont Sanur Beach)
Based on research, food and beverage service employees' perception of the training program implemented is positive. Employees are concerned about their skills and careers, so they want training. However, the training provided is not yet optimal. This is evident from the seven training points, one of which is cross-functional training. There are still two employees who have never directly applied this in the field.
- 13 Author: Indah Sukmawati Wijaya, Niken Sandora, Umu Anis Laelatul Fitriyah, Satrio Ariodutho, Arnold.
Journal : Jurnal Manajemen Pemasaran Internasional, 2022
Title: Strategi Marketing 5.0 Tomoro Coffee Dalam Persaingan Franchise di Indonesia
Tomoro Coffee has successfully implemented its Marketing 5.0 strategy, which encompasses Product, People, Process, Data, and Technology to provide a more personalized customer experience and improve operational efficiency. The company consistently develops innovative products that meet the physical, emotional, and social needs of consumers, with personalized options such as Tomoro Coconut Latte and Tomoro Coconut Aren Latte, demonstrating its commitment to quality and sustainability. In addition, Tomoro Coffee utilizes technology to understand customer preferences and create a more personalized experience. Employee training and the use of digital technology support better interactions, creating a friendly and comfortable café atmosphere. The use of mobile applications and social media also strengthens relationships with consumers and increases customer loyalty.
- 14 Author: Dimas Prasetyo, Febrianur Ibnu Fitroh Sukono
Journal: Journal of Economics and Business UBS Vol. 12 No. 4 Juli-Agustus 2023
Title: Pengaruh Manajemen Talenta, Work Life Balance, dan Stress Kerja Terhadap Kinerja Karyawan Millenial di Point Coffee se-Kota Semarang
The results of the study show that talent management has a positive and significant effect on employee performance at Point Coffee in Semarang City. In other words, the company is able to implement talent management well so that with talent management, employee performance can be improved. In addition, work-life balance has a positive and significant effect on employee performance at Point Coffee in Semarang City. In other words, the company is able to create a balance between the personal lives and work of its employees. Another finding in this study is that work stress has a positive and significant effect on employee performance. This positive effect arises because the company treats all employees fairly. So that employees feel accepted and can avoid work stress.
- 15 Author: Reza Aditya, Suhada, Dr. Nurkardina Novalia
Journal: Jurnal Ilmiah Wahana Pendidikan, Februari 2024, 10 (4), 721-743
Title: Pengaruh Pengembangan Karir, Motivasi Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan di PHD Pizza Hut Delivery Palembang
Based on the results of the study, it was found that career development, work motivation, and work discipline together had a positive and significant effect on the performance of PHD Palembang employees. This shows that improvements in these three variables will have a positive impact on employee performance. However, these results differ from Halie's (2019) study, which concluded that career development does not affect employee performance. Meanwhile, work motivation does not significantly affect employee performance. This is thought to be due to a lack of motivation from leaders towards their subordinates. This finding is also in line with Yanti Komala Sari's (2020) research, which states that work motivation does not affect employee performance. Another finding from this study is that work discipline does not sig-

- 16 Author: Joko Suyono, Albani Devan Maulana, Damarsari Ratnasahara Elisabeth
Journal: Jurnal Kompetensi Ilmu Sosial
Title: Pengaruh Motivasi Kerja, Budaya Organisasi dan Kompetensi Kerja Terhadap Kinerja Karyawan Cafe di Jawa Timur
- 17 Author: Dimas Aryo Baskoro, Devianti Amelia
Journal: Program Studi D4, Sekolah Tinggi Pariwisata Bogor
Title: Pengaruh Motivasi Kerja dan Kompensasi Terhadap Kinerja Karyawan di Oktias Brasserie & Resto Cibinong (Effect of Work Motivation and Compensation on Employee Performance at Oktias Brasserie & Restaurant Cibinong)

nificantly affect job satisfaction, due to employees' lack of compliance with company regulations.

This study found that work motivation has a significant negative effect on employee performance, indicating that when employees are less motivated, it does not affect their performance. Conversely, organizational culture has a significant positive effect on employee performance, indicating that a positive organizational environment will affect employee performance. However, work competence does not have a significant effect on employee performance.

Based on the results of research on the effect of work motivation and compensation on employee performance at Oktias Brasserie & Resto Cibinong, employee work motivation has a positive but insignificant effect on employee performance. The same applies to the variable of compensation on employee performance, which has a positive but insignificant effect. In other words, compensation does not have a significant effect on the variable of employee performance. Meanwhile, work motivation and compensation simultaneously have a positive and significant effect on employee performance.

Source: Literature Review

5. Conclusion

Based on the results and discussion presented above, it can be concluded that strategic planning, employee performance, and Supplier Relationship Management (SRM) are interrelated elements that are crucial to the success of F&B businesses. Effective integration of these three aspects will enable companies to achieve competitive advantage, maintain customer satisfaction, and achieve sustainable growth. F&B companies are advised to continuously update and develop their strategic planning by considering the latest market trends, changes in consumer preferences, and competitive dynamics. This can be done through in-depth market analysis and active participation in industry innovation. F&B companies need to regularly monitor and evaluate the implementation of strategic planning, employee performance, and SRM. This is important to ensure that the strategies implemented are running according to plan and can be adjusted if necessary to remain relevant to changing market conditions.

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