

Manuscript: **“Strategic Thinking and Performance of Small and MediumSized Dairy Processing Firms in Kenya”**

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Peer review:

**Reviewer 1:** Blinded

**Reviewer 2:** Brian Sloboda, University of Maryland, USA

# ESJ Manuscript Evaluation Form 2020

You agree your name is revealed to the author of the paper:

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- No

You approve, this review report is available in the "review history" of the paper:

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- Yes
- No

**The TITLE is clear and it is adequate to the content of the article.**

\*

*(Please insert your comments)*

The title is clear and adequate to the content of the article.

**The ABSTRACT clearly presents objects, methods, and results.**

\*

*(Please insert your comments)*

The abstract clearly present objects, methods and main results obtained. Additionally, it also provides main implications.

**There are a few grammatical errors and spelling mistakes in this article.**

*(Please insert your comments)*

Please, read another time all the paper. Some words are not fully compatible with the real significance of the sentence. For example, "Scholarship".

Thank you.

**The study METHODS are explained clearly.**

\*

*(Please insert your comments)*

The methodology section explores with high level the positivist study. However, I would suggest adding more details. For example:

- how do you select 23 companies?

- what are the questions? How do you decide it? It is a new questions protocol or do you find it within the literature?

- How do you contact the companies? Telephone, email, google form, please give more details.

**The body of the paper is clear and does not contain errors.**

\*

*(Please insert your comments)*

I would suggest a final further reading of the paper.

**The CONCLUSION or summary is accurate and supported by the content.**

\*

(Please insert your comments)

I would suggest a more wide section "Conclusion" including also recommendations.

Authors should discuss critically their results and including also theoretical implications.

Finally, I would encourage more future research perspectives.

**The list of REFERENCES is comprehensive and appropriate.**

\*

Each in-text citation has to be included in the list of references and vice versa.

(Please insert your comments)

More literature should be cited for the methodology adopted and for the general

literature review/introduction.

**Please rate the TITLE of this paper.**

[Poor] **1-5** [Excellent]

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- 5

**Please rate the ABSTRACT of this paper.**

[Poor] **1-5** [Excellent]

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**Please rate the LANGUAGE of this paper.**

[Poor] **1-5** [Excellent]

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**Please rate the METHODS of this paper.**

[Poor] **1-5** [Excellent]

\*

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- 5  
**Please rate the *BODY* of this paper.**  
[Poor] 1-5 [Excellent]

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**Please rate the *CONCLUSION* of this paper.**  
[Poor] 1-5 [Excellent]

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**Please rate the *REFERENCES* of this paper.**  
[Poor] 1-5 [Excellent]

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- 1
- 2
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- 5

**Overall Recommendation!!!**

\*

- Accepted, no revision needed
- Accepted, minor revision needed
- Return for major revision and resubmission
- Reject

**Comments and Suggestions to the Author(s):**

Dear Authors,  
Below some constructive suggestions.

Introduction

I would encourage the authors to cite more relevant references in this paragraph: "A systems perspective involves a firm's attempt to describe the structure in which it exists through the collection of the right information and prioritizing the features of the structure that may influence its operations presently and in the future. The strategic intent, (also known as the intent focus) allows persons in a firm to direct their attention towards the firm's goal, resisting distractions and concentrating on firm goals until they are achieved."

I would also encourage only one section named "Introduction" in which authors add the statement of the problem and gap identification and the vision/aim of this paper. Then, I would suggest adding the map of the article.

Theoretical framework:

Please revise this sentence: From the reviewed literature, the current study established a limited scholarship on strategic thinking, especially in the Kenyan context. I don't catch "scholarship".

Please see in the other part of the review form the elements related to the methodology and conclusion sections.

All the best

The Reviewer

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- No

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\*

- Yes
- No

You approve, this review report is available in the "review history" of the paper:

\*

- Yes
- No

**The TITLE is clear and it is adequate to the content of the article.**

\*

*(Please insert your comments)*

The title is clear and it is adequate to the content of the article.

**The ABSTRACT clearly presents objects, methods, and results.**

\*

*(Please insert your comments)*

The abstract is fine for this paper

**There are a few grammatical errors and spelling mistakes in this article.**

*(Please insert your comments)*

The author(s) should seriously read the paper again to get rid of the grammatical errors and spelling errors throughout the paper. I attached a pdf version of the paper with editorial comments throughout the paper.

**The study METHODS are explained clearly.**

\*

*(Please insert your comments)*

My comments for this section are given below:

1. Be more specific as to the survey that is used in this paper. Did the author(s) do a pilot study before administering the survey? If so what did the results from the pilot study indicate? If no pilot study was conducted, the author(s) should explain why the pilot study was not completed.
2. If the author(s) are making heavy use of a particular software package, they may want to acknowledge this in the text.
3. The author(s) make use of simple regression for performance and strategic thinking. What type of standard errors were used in the regression? That is, did the author(s) use robust standard errors Clustered standard errors? The author(s) need to explain what type of standard errors are used in this analysis.
4. What is the number of observations that are used in the regression?
5. The p-value was determined to be statistically significant. The author(s) stated that "Based on the P-value, the study rejects the null hypothesis and concludes that strategic

thinking has a positive significant effect on the performance of small and medium sized medium-sized dairy processing firms in Kenya." Would the interpretation of the p value be correct? Is the correct meaning of the p value?

**The body of the paper is clear and does not contain errors.**

\*

(Please insert your comments)

There are errors in the paper and the author(s) will need to correct them before the next review and possible publication.

**The CONCLUSION or summary is accurate and supported by the content.**

\*

(Please insert your comments)

The summary for this paper would be fine. The author(s) tied the results of this paper back to the literature of the topic.

**The list of REFERENCES is comprehensive and appropriate.**

\*

Each in-text citation has to be included in the list of references and vice versa.

(Please insert your comments)

Yes, the references are complete. The author(s) need to ensure that the references follow the APA format, the required format for the references for the European Scientific Journal. Also the author(s) need to make sure that all of the intext citations are included in the references.

**Please rate the TITLE of this paper.**

[Poor] 1-5 [Excellent]

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**Please rate the ABSTRACT of this paper.**

[Poor] 1-5 [Excellent]

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**Please rate the LANGUAGE of this paper.**

[Poor] 1-5 [Excellent]

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***Please rate the METHODS of this paper.***

[Poor] **1-5** [Excellent]

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***Please rate the BODY of this paper.***

[Poor] **1-5** [Excellent]

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***Please rate the CONCLUSION of this paper.***

[Poor] **1-5** [Excellent]

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***Please rate the REFERENCES of this paper.***

[Poor] **1-5** [Excellent]

\*

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**Overall Recommendation!!!**

\*

- Accepted, no revision needed
- Accepted, minor revision needed
- Return for major revision and resubmission
- Reject

**Comments and Suggestions to the Author(s):**

See the feedback provided in this referee report.



