

ORIGINAL ARTICLE



Contribution of sustainability strategies to the growth and development of licensed fast-food restaurant: a case of lake region economic block, Kenya

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ABSTRACT

The study aimed to investigate the influence of sustainable strategies on the growth and development of licensed fast-food restaurants (FFRs) in Kenya. It sought to determine the impact of economic, social, and environmental sustainability strategies on the FFR's growth and development. The study utilized a quantitative approach and employed a cross-sectional survey design. A total of 452 licensed FFRs from Lake Region Economic Block (LREB), Kenya, were targeted in the study. Stratified and proportionate sampling methods were utilized to select 208 fast-food restaurant managers from the 452 licensed FFRs. The findings of the study revealed that environmental sustainability strategies with β value of 0.241, economic sustainability strategies with β value of 0.175, and social sustainability strategies with a β value of 0.172 influence the growth and development of FFRs. The results imply that a single unit change in environmental, economic, and social sustainability strategies would result in a 0.241, 0.175, and 0.172 increase in FFR growth and development, respectively. The paper's empirical evidence reveals that environmental sustainability strategies are more important to the growth and development of FFRs than economic and social sustainability strategies. Further, the regression model results implied that the three predictors, environmental, economic, and social sustainability strategies, provide a 26.8% explanation of the variance in FFR growth and development. The findings' implications are discussed about adopting and implementing environmental sustainability strategies in FFRs to maintain a high standard of service and boost FFR's growth and development. The paper suggests that fast-food restaurants must fully embrace sustainable business strategy applications to fully realize and maximize benefits related to sustainable business strategies, such as increased profit, market share, improved customer approval levels, increased resilience to disasters, and a reduced staff turnover rate.

KEYWORDS

Fast-food restaurants; Biomarkers; Growth and development; Lake region economic block (LREB); Sustainability strategies; Kenya

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Introduction

In the current world, consumers have opted to eat conveniently at affordable prices with easy access [1], leading to the rapid growth and development of fast-food restaurants (FFRs) worldwide [2]. According to the Franchise Help Fast Food Industry Analysis report of July 2020, fast-food chains within the larger hospitality and tourism sectors contributed more than \$570 billion to the global economy in 2020 [2]. Fast food is one of the hospitality industry's sectors that remains an important driver of the Kenyan economy, as evidenced by its contribution to the Gross Domestic Product. In 2017, consumer food service earnings in Kenya reached US \$1.1 billion due to internet penetration and industry partnerships [3]. Adverse practices such as environmental degradation, social exclusion, poor working conditions, and a compromise in the value of items and services within fast-food restaurants will continue to influence fast-food industry in Kenya, denying fast-food restaurants opportunities to grow and achieve maximum revenues, increase market share and become resilient to disasters such as Covid-19 pandemic [4-6]. To protect the environment and increase revenues and market size, fast-food restaurants adopt sustainable strategies [7]. By applying sustainable strategies, fast-food restaurants can understand consumer needs or consumption patterns, use the correct food prices, protect the

environment, expand the fast-food restaurant business, and gain a competitive advantage [8-11]. Sustainability protects and improves social, environmental, and economic resources. Sustainable business is defined as increasing efficiency or lowering costs without compromising product or service quality while protecting the environment [12]. Therefore, sustainable strategies (SS) are acceptable sets of instruments and ways of working that enable FFRs to generate income and labor for the population's long-term survival, to assure the quality and replication of natural resources, and to ensure that conditions of human well-being are distributed in an equal manner in terms of class and gender. SS integration in fast-food restaurant operations has positively affected fast-food restaurant growth and competitiveness and provides fast-food restaurants with a competitive advantage [10]. Sustainability business models have effectively influenced consumer attitudes positively toward purchasing firms' products [13]. Irrespective of many assurances and the push for adopting sustainable business models in the fast-food restaurant sector, there has been inadequate empirical evidence on sustainable business strategies' influence on the growth and development of FFRs within the fast-food

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restaurant sector in Lake Region Economic Block, Kenya. Therefore, this study sought to fill the gaps and add insights by providing empirical data and suggesting sustainable business strategies in Lake Region Economic Block, Kenya fast-food restaurants.

Sustainability Strategies and Fast-Food Restaurant Growth and Development

Sustainability, in its simplicity, refers to protecting the environment, growing the economy, and ensuring social justice worldwide. According to Sandberg et al. and Vu et al., sustainability entails incorporating economic, environmental, and social concerns into the strategies of a firm to generate long-term value and opportunities [14,15]. This implies that sustainability enables any business, including FFRs, to generate profit while protecting the environment and maintaining social order. Previously, Hutchinson et al. found out that despite sustainability being challenging for FFRs to achieve, it contributes to the good performance of the business [10]. Kohi, in his study, supported these findings by indicating that sustainability influences consumer attitudes positively toward purchasing firms' products [13]. Indeed, there is an increase in consumers interested in buying food products from FFRs that emphasize sustainability, particularly in developing countries [8]. This indicates that people in business, including FFRs, need to inculcate a culture of sustainability into their daily operations and devise appropriate strategies that will minimize environmental impacts, enhance social inclusivity, ensure employee job satisfaction, and ensure consumer health and animal welfare to reap big benefits from their businesses.

The scholarly literature on sustainable strategies for FFR growth and development is scarce, particularly in emerging locations like Kenya's LREB. The few studies that exist on sustainability in restaurants focus on the perspectives of consumers' motivation to choose a restaurant or on the management perspective of examining sustainable indicators of a sustainable business [16-18]. This implies that sustainability in FFRs is yet to be fully explored to determine the extent to which sustainable business strategies influence the growth and development of FFRs, particularly in developing regions worldwide. Most studies that have examined restaurant business sustainability have concentrated either on food waste management or environmental aspects [19,20] or health issues related to food consumption [21]. Additionally, past research has been conducted to promote sustainable restaurant practices [22-26] without focusing on the influence of implemented sustainable business strategies on the growth and development of FFRs. Similarly, researchers in these works have not differentiated types of restaurants, for example, fine dining restaurants, casual dining, contemporary casual, cafés, and FFRs. Existing literature has mostly explored waste management and food sustainability related to well-known restaurants [27], FFRs' corporate social responsibility (CSR) [28], and family-owned restaurants [22]. A need to get insights into the influence of economic, social, and environmental sustainability strategies on the growth of FFRs was necessary, particularly in developing regions where literature on the same is limited.

Economic sustainability strategies

Economic sustainability strategies, in basic terms, are instruments or tools a firm utilizes to generate profit for its

long-term survival in the market. Schoenmaker and Schramade define economic sustainability as a business's ability to generate income and labor for the population's long-term survival [29]. Also, Tomaselli et al. in their study, define economic sustainability as the economy's indefinite support for a particular level of economic production [30]. Financial sustainability is the extra income local people receive as compensation for the burden resulting from the presence of guests [31]. The local economy can be improved by restaurants sourcing food items locally [32]. Nosratabadi et al. support that restaurants should collaborate with raw material producers and food items suppliers by compensating and rewarding them to reduce the Global Warming Potential (GWP) footprint [18,32]. Price and food quality, control of the supply chain, and customer satisfaction are the major factors that lead to sourcing food locally [33]. Torlak et al. found out that customers become satisfied when they are provided with better prices and quality food, and control of the supply chain results in restaurants doing well economically regarding sales and profits [33]. Also, Lang and Lemmerer in their studies argue that locally sourced food affects the food quality served in restaurants [34]. They attribute this to the fact that locally grown and sourced food by restaurants does not take long journeys in transportation to arrive at their destinations, and also, no preservatives and chemicals are added to make them remain fresh.

The exploitation of resources to become competitive in the market can reduce the growth rate of a business in the long run. Breewood suggests that economic growth and development can be sustained if the economy's output is unrelated to extracting physical resources [35]. Breewood further argues that damages caused by products and services sold by market participants are not factored into pricing in the current world [35]. Instead, fast-food operators use energy conservation, waste reduction, and eco-label certification to gain a competitive edge in the market [36]. Iraldo et al. express similar sentiments, stating that reducing portion sizes, food waste, meat purchases, and energy consumption will help reduce operation costs, promoting economic sustainability [37]. Evidence from the literature indicates that some FFRs consistently innovate new products to optimize their operations and reduce resource consumption [38]. The focus in this research context, however, is on cost reduction, yet other parameters can be considered in assessing the growth and development of FFRs like market size [16], revenues [39], number of staff available [40], resilience [41], among others. Furthermore, despite the adoption of some of these economic sustainability strategies by some FFRs, research in the field of hospitality management has fallen short of addressing the question of the extent to which economic sustainability strategies implemented by FFRs influence the growth and development of the FFRs in terms of market size, revenues, number of staff, and resilience. Hence, the study aimed to determine the influence of economic sustainability strategies on the growth and development of FFRs, especially in the LREB, Kenya.

Social sustainability strategies

Social sustainability refers to fairness, tolerance, and equality in all human well-being aspects. Higgins-Desbiolles and Wijesinghe define social sustainability as ensuring that the conditions of human well-being, such as health, democracy,

security, justice, and participation, are distributed equally in terms of class and gender [22]. Hence, social sustainability concerns the firm's impact on social systems. It is all about the effects of a business's initiatives on employment opportunities, compensation policies, and employment practices relating to contract, security, and discipline toward human rights [15]. The integration of fast food into society has become synonymous with several nutritional, democracy, governance, and diversity issues in the last decade [42]. Some FFRs employ fair and ethical policies for their customers, employees, suppliers, and shareholders [43]. For instance, evaluating packaging materials to ensure equity regarding correct sizing, weight, and packaging efficiency of fast food products has become a norm in some the FFRs [44]. Employee recruitment focuses on enhancing diversity and quality of life [4]. Being tolerant and equal to all human beings in all aspects of life by FFRs will enable them to achieve their goals, such as gaining support from the community in which they operate.

The utilization of social sustainability models has seen some restaurants operating their business harmoniously with the local people. For example, McDonald's participates in CSR through McDonald House charities, education scholarships, animal well-being, environmental conservation efforts, partnering with local suppliers, and providing reports [7].

Gheribi indicates McDonald's implements CSR policies to increase profitability [7]. Max restaurants also developed an approach to ensure fair and ethical dealings with their customers, suppliers, restaurant owners, and employees [10]. Local people have become supportive of restaurants that employ social sustainability models [4]. Although most authors emphasize the importance of social sustainability strategies in gaining support from residents, there needs to be more research in the academic literature demonstrating the extent to which social sustainability strategies influence the growth and development of FFRs. In particular, research focuses on firms' policies that are seen to be fair and ethical [4,43,44] but does not link the influence of these strategies to the growth and development of FFRs in terms of the number of staff available and resilient. As a result, this study was required to determine the effect of social sustainability initiatives on FFR growth and development.

Environmental sustainability strategies

Environmental sustainability is responsible interaction with the environment to benefit from it while maintaining its quality. Glavič and Lukman define ecological sustainability as people's capacity to interact with their environment responsibly to minimize natural resource depletion or degradation and to preserve the ecosystem's long-term quality [45]. Similarly, Hart defined environmental sustainability as the ability to assure the quality and replication of natural resources [46]. Environmental sustainability indicators provide a balanced view of the effects of operation inputs, such as resource consumption, and outputs, such as waste, emissions, and effluents of products and services generated on the environment [47]. Restaurants can practice environmental sustainability by sourcing responsibly, utilizing efficient building materials, and efficiently managing waste, water, and energy [48]. Recycling and managing waste have become necessary in most FFRs to evoke a positive attitude toward purchasing food products among customers [4]. These environmental sustainability strategies aim to reduce environmental degradation, save operation costs, and, in the long term, provide a positive image of FFRs [49]. Some

restaurants have made efforts to care for and protect the environment by using materials harmless to the natural environment [17]. These FFRs aim at consistently developing meals and accessories that are environmentally friendly.

Despite the ongoing projects to reuse cups, cutlery, plates, and bowls to reduce packaging, most of these items are disposed of in large landfills. Unfortunately, there is convenience among FFR customers in utilizing containers that they throw away to the environment after they become invaluable to them [50]. Human beings and nature are linked, and any activity a human performs directly or indirectly affects the environment, affecting human existence [51]. Discharging waste from the restaurant into the natural environment would lead to pollution [5]. Hence, the need to embrace environmental sustainability to create economic benefits for firms and the people [15]. Firms should be able to provide detailed descriptions of their operations in processing products as linked to their effects on the environment to all stakeholders [5]. Edwards found that customers and investors reward environmentally conscious restaurant firms [52]. Despite the significance of adopting and applying environmental sustainability strategies in FFRs for ecological protection, the influence of environmental sustainability strategy on the growth and development of FFRs has needed more attention in academic literature. In particular, the focus has been on employing recycling, reusing, managing wastes, and reducing water and energy consumption strategies to create a positive image of restaurants and hotels [4,15,17,53,54] without connecting these strategies to growth and development of FFRs in terms of increase in revenues, market share and number of staff. As a result, this study was necessary to investigate the influence of environmental sustainability strategies on the growth and development of FFRs.

Methodology

Data collection

A quantitative approach and a descriptive cross-sectional survey design were used in this research study. The cross-sectional design was selected because it involves studies carried out once and represents one time in time research [55]. Due to the rapid data collection, the variables under investigation retain their properties [56]. So, a solid and structured study based on scientific data was guaranteed. The study targeted the licensed FFRs operating across LREB, Kenya. The area was chosen because local FFRs and international FFR franchise systems have recently expressed interest in entering the region, while some restaurants have exited the room. In addition, there have been few studies in hospitality management, particularly in FFRs, in LREB, Kenya. The study was limited to FFR managers of 452 licensed FFRs across LREB, Kenya. Managers were selected because they greatly participate in developing and implementing fast food business strategies. The select statistical services' formula was utilized to determine a sample size from 452 licensed FFRs. It is a key scientific method for calculating samples from a larger population [57]. The 208 licensed FFRs were contacted, and managers were asked to participate in the survey.

FFRs were first stratified by their county location. Proportionate sampling was utilized to determine the required respondents from each county for the study. Van Dalen's formula was utilized to get proportionate samples from each stratum [58]. Self-administered questionnaires were utilized in this study to collect data from respondents. A 5-point Likert

scale was used to quantify questions addressing the study's objective. The Likert scale was utilized because it makes it easy to collect data from many respondents, and various means can be used to achieve interpretation validity developed from the collected data [59]. The respondents were asked to score the implementation of sustainable business strategies for the growth and development of their FFRs on a 5-point Likert scale. The measurement continuum was: 5=strongly agree; 4=agree; 3=somewhat agree; 2=Disagree; 1=strongly disagree. The cut-off point for the score was set at 3 (sustainable strategies implemented).

The pilot study included 20 participants, 10 % of the total respondents expected in the main sample [60]. The data collected for the pilot study was analyzed, and the study's questionnaires were corrected. The study made use of both content and construct validity. Content and construct validity were tested using the content validity index and factor analysis. By including all research variables in the questionnaire, construct validity was maintained. For the reliability test, Cronbach's Alpha was used.

Data analysis

To determine the influence of implemented sustainable business strategies on the growth and development of FFRs in the LREB, Kenya, means scores for economic, social, and environmental sustainability strategies and FFR growth were computed by transforming the means of individual respective items in SPSS

and the mean score saved for regression analysis. Multiple regression was used to determine the influence of implemented sustainable business strategies on the growth and development of participating FFRs in the study. The composite scores of economic, social, and environmental sustainability strategies were regressed against the combined FFR growth and development scores, and the results were used to draw study conclusions.

Results and Discussion

A total of 208 questionnaires were distributed; however, only 181 were returned and analyzed, representing an 87% response rate. Study conclusions were drawn with an 87% response rate considered satisfactory. There were no missing values discovered during the data screening process. The data set showed a normal distribution, with skewness values ranging between -1.089 and 0.501 and kurtosis values between -1.168 and 0.136. All stages of measures of Cronbach alpha coefficients were computed for both piloting and major study, and in each case, Cronbach alpha coefficients were above 0.7.

Demographic information

Personal information about respondents was summarized by gender, age bracket of the FFR manager, level of education of the FFR manager, level of experience of the FFR manager, and level of knowledge of the FFR manager regarding sustainable strategies, as shown in Table 1.

Table 1. Demographic information.

Variables		Frequency	Percent
Gender	Male	100	55.2
	Female	81	44.8
	Total	181	100.0
Age bracket of the FFR manager	18-24 years	31	17.1
	25-31 years	37	20.4
	32-38 years	51	28.2
	39-45 years	34	18.8
	46 and above years	28	15.5
	Total	181	100.0
Level of education	O-level	27	14.9
	Certificate	23	12.7
	Diploma	28	15.5
	Degree	53	29.3
	Post graduate	28	15.5
	Any other level	22	12.2
	Total	181	100.0
Level of experience of manager	Below 5 years	51	28.2
	6-10 years	33	18.2
	11-15 years	26	14.4
	16-20 years	24	13.3

	21-25 years	29	16.0
	26 and above years	18	9.9
	Total	181	100.0
Level of knowledge in sustainable business strategies	Lack	32	17.7
	Fair	41	22.7
	Good	68	37.6
	Excellent	40	22.1
	Total	181	100.0

In Table 1 above, 55.2% of respondents were male and 44.8% were female. The results indicated that male managers dominated the distribution of FFR managers during the study. 28.2% of these FFR managers were between 32 and 38, and 29.3% held a bachelor's degree. 28.2% of managers had spent less than five years with their FFRs. 37.6% of these managers reported having a strong understanding of sustainable business strategies. The findings indicated that many managers possessed prior knowledge and training in adopting and implementing sustainable strategies.

Influence of sustainable strategies on growth and development of fast-food restaurants

The study sought to determine the influence of implemented sustainable business strategies on the growth of FFRs in Kenya's LREB. The postulated hypothesis for the objective was:

H₀₁: Sustainable strategies have no significant influence on the growth and development of FFRs in Kenya's LREB.

Given the three study constructs, this was further down to three sub-hypotheses as follows:

H_{01a}: Economic strategies have no significant influence on the growth and development of FFRs in Kenya's LREB.

H_{01b}: Environmental strategies have no significant influence on the growth and development of FFRs in Kenya's LREB.

H_{01c}: Social strategies have no significant influence on the growth and development of FFRs in Kenya's LREB.

Multiple regression analysis was used as a way of suggesting patterns in your data. An analysis of variance (ANOVA) was used to determine the relationship between FFR's growth and development factors as a function of sustainable strategies.

The means score for the independent variables, economic, environmental, and social business strategies and the dependent variable, growth and development of FFR, were computed by transforming the means of individual respective items in SPSS and the mean score saved for regression analysis.

Results of regression in Table 2 above show that the regression model with the three sustainable strategies as predictors and FFR growth and development factors as the dependent variable was fit with F value (21.616, p=0.000b). Kissell and Poserina proposed rejecting the null hypothesis using the general rule of thumb if $F > 2.5$ [61]. Hence, the null hypothesis that stated that sustainable strategies have no significant influence on the growth and development of FFRs in Kenya's LREB was rejected. And the alternative was accepted. The model results shown in Table 3 below indicate that R^2 for the model was 0.268. The results implied that the three predictors (environmental sustainability strategies, economic sustainability strategies, and social sustainability strategies) provide a 26.8% explanation of the variance in FFR growth and development.

Table 2. ANOVA for fast-food restaurant growth and development factors.

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	57.274	3	19.091	21.616
	Residual	156.326	177	0.883	0.000 ^b
	Total	213.6	180		

^aDependent Variable: Growth and Development.

^bPredictors: (Constant), Environmental sustainability strategies, Economic sustainability strategies, social sustainability strategies.

Table 3. Model summary.

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	.518 ^a	0.268	0.256	0.93979	0.268	21.616	3	177	0

^aPredictors: (Constant), Environmental sustainability strategies, Economic sustainability strategies, social sustainability strategies.

The model in Table 4 below indicates that environmental sustainability strategies ($\beta=0.241$, $t=3.562$, $p=0.001$), economic sustainability strategies ($\beta=0.175$, $t=1.961$, $p=0.049$), and social sustainability strategies ($\beta=0.172$, $t=2.245$, $p=0.026$) were all

significant influencers of FFR growth and development. The results imply that a single unit change in environmental, economic, and social sustainability strategies would result in a 0.241, 0.175, and 0.172 increase in FFR growth and development, respectively.

Table 4. Regression results for sustainable business strategies and fast-food restaurant growth and development factors.

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	1.178	0.449		2.624	0.009
1					
Economics	0.175	0.09	0.139	1.961	0.049
Social	0.172	0.077	0.16	2.245	0.026
Environmental	0.241	0.068	0.253	3.562	0

Dependent variable: Fast-food restaurant growth and development

The β value for economic, social, and environmental sustainability strategies had a positive coefficient, hence a positive relationship.

The model was then specified as: $Y = 0.175 X_1 + 0.172 X_2 + 0.241 X_3 + 1.178 \dots$

where,

Y = Growth and development of FFR's

X_1 = Economic sustainability strategies

X_2 = Social sustainability strategies

X_3 = Environmental sustainability strategies

According to the findings in Table 4 above, environmental sustainability strategies play a significant role in the growth and development of FFRs (revenues, market share, number of staff, customer approval levels, and resilience). Such results are likely due to the significant contribution of energy and water to the costs associated with FFRs. Thus, reducing energy and water consumption in FFRs while maintaining a high standard of service would significantly boost FFR growth and development. The idea can be accomplished through the installation of compressor control systems, the optimization of compressed air generation, and the use of appropriate housekeeping tools. Additionally, considering the adoption and implementation of solar and wind energy in fast-food restaurants and reusing water would help reduce energy costs.

Discussion

Existing research reveals a patchwork of perspectives on the influence of sustainable business strategies on FFR growth and development. This study sought to determine sustainability strategies' influence on the growth and development of FFRs. According to the regression results, environmental, economic, and social sustainability strategies are all significant influencers of FFR growth and development. Nevertheless, ecological sustainability strategies contributed more to the growth and development of FFRs than economic and social sustainability strategies.

Regression analysis revealed that environmental and economic sustainability strategies and social sustainability

strategies account for 24.1%, 17.5%, and 17.2%, respectively, of the variation in growth and development of FFR. Hence, this indicates that sustainability strategies significantly contribute to the growth and development of FFRs. These findings support Bonadonna et al. and Franceschelli et al., who concluded that providing organic and locally grown food items and embracing eco-friendly practices such as recycling, waste reduction, and efficient energy and water use gives FFR a competitive edge [38,62]. Additionally, Shokri et al. discovered that a lack of transparency, social and environmental sustainability awareness in businesses, and numerous tradeoffs between economic and ecological sustainability in the fast-food supply chain negatively affected restaurant growth and development [63]. According to Henshaw's study, sustainability strategies have a direct positive effect on the environmental sustainability of the food industry in Nigeria's Rivers State [64]. Lang and Lemmerer discovered that eating food sourced locally affects the food quality served in restaurants, meaning involving a diverse range of suppliers, including local ones, may accelerate the growth and development of FFRs [34]. Edwards discovered that customers and investors reward environmentally conscious restaurant businesses [52]. FFRs that embrace sustainability strategies gain a competitive edge because they can finance their operations and customers prefer their fast-food cuisines.

However, Ahmed et al. disputes the findings [51]. They concluded in their study conducted in China that food production and restaurant service require more or fewer natural resources and thus are associated with an environmental cost. Additionally, Algarni et al. concluded in their study on ecological sustainability in restaurants that ineffective implementation of environmental sustainability strategies would result in a cost increase of approximately 20%, implying that the restaurant's profit margins would be reduced [65]. Thus, the findings of this study confirm and demonstrate that effectively implementing sustainable strategies has a positive effect on the growth and development of FFRs. According to Gheribi, McDonald's implements CSR policies to

increase profitability [7]. McDonald's CSR activities include charitable giving, education scholarships, animal welfare, environmental conservation efforts, partnering with local suppliers, and providing reports. According to Gheribi's study, the primary benefit of social sustainability strategies is increased sales, as they promote a positive image of an FFR and encourage a positive attitude toward the restaurant among customers [7]. Similarly, Hickel discovered that businesses with higher performance, growth, development, and financial returns had a more equitable distribution of salary payments [66]. As a result, the findings of this study will assist FFRs in the LREB, Kenya, in implementing sustainable business strategies for their respective FFRs' growth and development.

Conclusions and Further Research

Sustainable strategies are critical in the hospitality industry. FFRs worldwide embrace sustainable business strategies to attract investors and consumers willing to pay a premium for fast-food products, hence their growth and development. The study sought to determine the influence of implemented sustainable business strategies on the growth and development of FFRs in Kenya's LREB. The goal was accomplished by calculating composite scores for all observed variables for each sustainable business strategy and objective for FFR growth and development factors. Multiple regression analysis was used to test the objective's hypothesis, and the results indicated that environmental sustainability strategies, economic sustainability strategies, and social sustainability strategies all significantly impacted FFR growth (revenues, market share, number of staff available, customer approval levels, and resilience). With the growing number of FFRs, growth and development have become one of the industry's primary concerns. Understanding sustainability strategies and change is critical for FFR operations and policy formulation. The increasing sophistication of customers will put significant pressure on LREB, Kenya's FFRs. Efficiency, safe working conditions, product and service quality, profitability, market share growth, customer approval levels, and environmental quality will not be guaranteed. As a result, it is critical to continue implementing sustainable business practices to ensure the growth and development of FFRs and their continued competitiveness in the industry. Although findings revealed that sustainable business strategies have a sizable influence on the evolution of FFRs, additional research is needed to determine the attributes used to evaluate sustainable business strategies and their impact on the growth and development of individual FFRs. Research should be conducted to assess the effect of regulations and politics on the growth and development of FFRs.

Disclosure statement

No potential conflict of interest was reported by the authors.

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