

**THE IMPACT OF SUPPLIER RELATIONSHIP MANAGEMENT
ON PERFORMANCE OF THE ORGANISATION.
CASE STUDY OF MUKWANO GROUP
OF COMPANIES.**

BY

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List of acronyms

PBL- Performance based logistics

SRM- supplier relationship management

SMSS-strategic Material Sourcing

FFP-Generally speaking, Full function points

CPFF-commercial paper funding facility

SPSS-Statistical Programme for Social Scientist

ABSTRACT

The purpose of the study aimed at assessing the impact of implementing supplier relationship management solutions on organizational performance basing on the following objectives; to establish supplier relationship management solutions used by organizations, to establish the performance of organizations that manage supplier relationships, and to assess the relationship between suppliers' relationship management and organizational performance.

Both qualitative and quantitative research designs were used. The sample size was randomly selected using the simple random sampling design. And sample size of 40 respondents was considered. Secondary sources of information included textbooks, magazines, pamphlets, research reports, journals, internet and newsletter were used in addition to various company annual reports, and Primary data was collected by the use questionnaires given by the respondents. Besides that After collecting data, it was analyzed in line with the problem, objectives of the research, research questions and other information especially from the literature review, Frequency tables and graphs were worked out basing on the data entered into excel. In these frequency tables and graphs, analysis was done with a corresponding percentage. Findings revealed that Mukwano group of companies does not provide for itself all the necessary materials/ services required for the work, further still materials sourced from suppliers include plates, ink, stationery, exposure services, machines, and colour separation services. MUKWANO Group of companies is committed to the contractual arrangements though there is need to check on bureaucracy which sometimes stagnates and delays decision making

Besides that there is a lot of work in progress, a lot of damages are made at the MUKWANO Group of companies, and Suppliers take a lot of time in delivering what is ordered for by the MUKWANO Group of companies, It was recommended that Mukwano Group of companies need to provide for itself with all the necessary materials/ services required for the work, such as, ink, stationery, exposure services, machines, and colour separation services.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The study is going to focus on the impact of supplier relationship management on the performance of the organization. This chapter covers the background to the study, the statement of the problem, the purpose of the study, research questions, the scope and significance of the study.

1.1 Background

In today's competitive market, companies must focus scarce resources on the strategies most likely to yield success to their organization. Supplier relationships have become increasingly important in assuring this success. Outsourcing has become a common and profitable phenomenon and therefore, necessitates a more critical and comprehensive understanding of the buyer / supplier relationship (Berkowitz, 2004).

Buyer supplier relationships are commonly evaluated as supply base reduction, communication and long-term relationship (Buvil & Haugland, 2005; van Denlu & Verder Vaart, 2004). Supplier relationship management (SRM), a subset of supply chain management, is concerned with understanding who your most important suppliers are and how you can focus your time and energy on creating and maintaining more effective strategic relationships with them (www.sas.com SAs white paper).

An effective SRM solution contains essential components such as ranking, rating and optimization that allow a firm to reduce its supply base and overall costs. Ultimately, an effective SRM solution gives an organization a complete edge by allowing it to; reduce direct and indirect costs and improve bottom –line profitability, understand what is being bought and from whom, minimize the risk of supply chain disruption, select the best supplies to again advantage over competitors, streamline the supply – chain management process by collaborating with business units across the enterprise and

assuring that the organization's Resources are prioritized on the most critical suppliers (Berkowitz, 2004).

Performance on the other hand is how efficient and effective supplier relationship management solution help in achieving organizational objectives (Lawer, 2001). Performance is conceptualized as buyer's purchasing cost, innovation and financial performance , supplier's operational and strategic performance and dynamic quality performance (Costen & Felder, 2005; Humpreys, Li & chan, 2004; Poutray & Ohen, 2005; prahinakis Benton, 2004; Pressey & Tzokasi, 2004; Sanders, 2005).

Supplier relationship management practices have equally had an impact on Mukwano Group of companies. During the period between 2005 to date, the Group of companies experienced a limited customer base backed with a low asset base, an incompetent workforce, innovation was highly blocked, supply continuity risk was extremely high and supplier relationship management was not in existence, thereby affecting the unit's performance and product brand. However, after the introduction of the Mukwano Business Unit Board with a well streamered procurement policy, the Group of companies acquired the status of an independent business unit and relationships with suppliers were encouraged making a breakthrough. Though there was a break through with the encouragement of supplier relationship management, there are still a number of recurring problems that prompted the researcher to look into these problems and suggest possible solutions.

1.2 Statement of the problem

Supplier relationship management is of great importance to every organization and if not handled with care the organization, will face numerous problems.

Delayed deliveries, poor quality outputs due to faulty specifications, duplication of raw materials and continued threats of litigation by the suppliers due to delayed payments, is a common scenario at the Mukwano Group of companies (Mukwano Group of companies Annual Report, 2005) and if such issues in the supply chain are not addressed, loyal customers will continue seeking supplies from competitors and the company's strategic suppliers would decide to stop making supplies.

1.3 Purpose of the study

The study aimed at assessing supplier relationship management and its impact on the organization's performance.

1.4 Objectives of the study

To establish supplier relationship management practices used by Mukwano Group of companies.

To assess the performance of Mukwano Group of companies

To establish the relationship between suppliers relationship management practices and performance at Mukwano Group of companies.

1.5 Research questions

To address the research objectives, the following questions will be used.

What supplier relationship management practices does Mukwano Group of companies use?

What are the different performance indicators of Mukwano Group of companies?

How is the supplier relationship management related to performance of Mukwano Group of companies?

1.6 Scope of the study

1.6.1 Subject scope

The study focused on supplier relationship management as the independent variable and performance, as the dependent variable.

1.6.2 Geographical scope

The study was conducted in Mukwano Group of companies, located in industrial area in Kampala, Uganda.

1.6.3 Time scope

The study was conducted within a period of three months and that was April to June 2014.

1.7 Significance of the study

The study enables Mukwano Group of companies to adopt better supplier relationship management solutions and further improve on its performance.

Organizations, firms and institutions among others involved in the supply chain find the information from these study findings useful for decision making.

The data obtained on supplier relationship management solutions was of great importance to similar organizations seeking to boost their performance.

Researchers and academicians would benefit from research findings of this study as far as knowledge addition is concerned.

The media and general public will also widen their knowledge on supplier relationship management.

The study will act in a partial fulfillment of the requirement that the researcher needs to attain a bachelor's degree of commerce

1.8 Conceptual framework

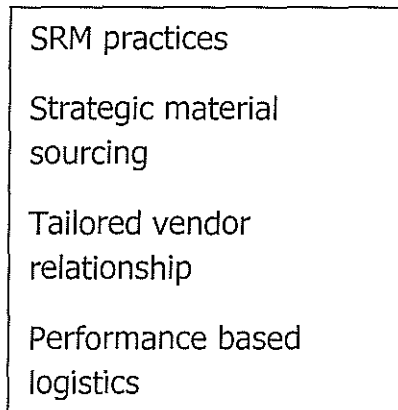
The conceptual framework is simply a construct of the interrelationships that exist among the variable to be studied.

It clearly illustrates the causative variable, the effects including other intervening factors in the relationship. The conceptual framework is useful in research because it provides a vivid illustration of the relationships among the different factors in a given research. It clearly outlines the structure of the research and guides the researcher in the whole research process.

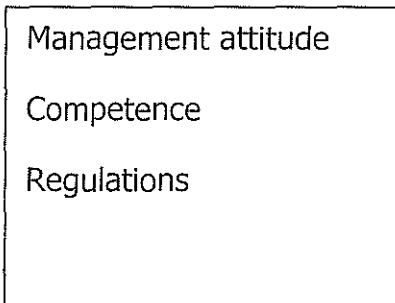
Figure 1: The study conceptual framework

Independent variables

Supplier relationship



Dependent variable



Performance of organisation

Output



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

A literature review is a body of text that aims to review the critical points of current knowledge and or methodological approaches on a particular topic. Literature reviews are secondary sources, and as such, do not report any new or original experimental work.

This chapter presents literature on what supplier relationship management (SRM) is, different solutions of supplier relationships, their processes, benefits and challenges. Performance is also discussed in addition to the relationship between SRM and performance.

2.1 Supplier Relationship Management (SRM)

As the trend toward use of technology to drive competitive advantage has taken root, visionary manufacturers are starting to take advantage of a new competitive opportunity called Supplier Relationship Management (SRM).

Herrmann and Hodgson (2001) defined SRM as a process involved in managing preferred suppliers and finding new ones while reducing costs, making procurement predictable and repeatable, pooling buyer experience and extracting the benefits of supplier partnerships. It is focused on maximizing the value of a manufacturer's supply base by providing an integrated and holistic set of management tools focused on the interaction of the manufacturer with its suppliers.

According to Gartner.Com supplier relationship management provides the holistic approach needed to maximize the supplier's value to the enterprise. It is a critical shift from managing supplies to managing suppliers. It succeeds through a focus on partnering with industry and leveraging commercial capabilities (Berkowitz, 2004).

2.2 Supplier Relationship Management Practices

Supplier relationship management (SRM) is the proactive management of an ongoing business relationship to secure a competitive advantage for your own organization. Supplier relationships comprise of several classifications or solutions. These solutions

include: tailored vendor relationships, Strategic Material Sourcing, Performance Based logistics (PBL) and suppliers collaboration.

2.3.1 Strategic Material Sourcing (SMS)

Is an institutional procurement process that continuously improves and re-evaluates the purchasing activities of a company, According to (Nichiguchi, 1994), it comprises of the following processes; Assessment of the company's current spending (what is bought where),

Assessment of the supply market (who offers what?), Total cost analysis (how much does it cost to provide those goods or services), Identification of suitable suppliers, Development of a sourcing strategy (where to buy what considering demand and supply situation, while minimizing risk and costs), Negotiation with suppliers (products, service levels, price geographic coverage), Implementation of new supply structure, and track results and restart assessment (continuous cycle).

Strategic material sourcing was initiated by general motors in the 1980's, strategic sourcing was later formalized into a methodology and implemented at other large scale blue chip companies with support of consulting companies like A.T Kearney, Price water house Coopers, KPMG, and many others. This methodology become a norm for procurement departments and is today considered to be a standard working process (Nichiguchi, 1994).

2.3.2 Tailored vendor relationship

Taylor (2004) noted that tailored vendor relationships are arrangements that strive to provide quality products and/ or services where they are needed. Key suppliers increasingly locate their personnel on site at their customer's operations to obtain better forecast information. They also monitor inventory levels for their products, place orders and handle all the expediting and other issues involved in assuring timely product arrival. In many soft goods retail settings; suppliers take responsibility for inventory as well as the floor display and promotion of their product.

One participant company has developed an automated approach, involving specialized racks fitted with computerized servers. These racks are located at the customer's

facility. As the product is withdrawn from the rack, the serious measured inventory levels and automatically place an order when the re-order point is reacted.

According to Berkowitz (2004), tailored vendor relationships eliminate layering of suppliers at multiple levels and shifts inventory, inventory management, and transportation and personnel costs from the Government to commercial firms. Tailored Relationship Programs take advantage of the experience of commercial vendors, whose profit-based business practices demand-lean inventories and rapid deliveries. They allow achievement of significant annual savings and revolutionise logistics support of the retail customer. This sort of relationship is extremely costly in terms of installing required technology and also requires stable mutual commitment.

2.3.3 Performance based logistics (PBL)

This is a strategy for system support instead of goods and services; a supplier is paid for a guaranteed level of performance and system capability.

The supplier often has to guarantee the performance at lesser costs but has more control over all logistics elements. This performance is usually declared in performance Based Agreements/contracts (Hughes, 2004).

In other words, there is a shift in the emphasis from buying and contracting for resources, to buying and contracting for results or readiness levels (Army, 2002).

This represents a transition from telling the contractors what to do and how to do it, to telling the contractor what to achieve, and then relying on their knowledge and experience to do it while having the contractual incentives and penalty clauses in place to provide the necessary economic motivation.

Each type has proven to be suitable under some conditions, but also has exhibited limitations and drawbacks.

Generally speaking, Full function points (FFP) and commercial paper funding facility (CPFF) turned out to be reasonable approaches when uncertainties were low, although the client will never have full assurance of fulfillment of the objectives if there are significant uncertainties associated with the contract..

PBL contracts coverage the client and contractor interests, reconciling the wish of the former to ensure fulfillment of performance and support objectives, and the wish of the latter to make a fair profit.

2.4 Performance of organization

The Oxford English Dictionary defines performance as the accomplishment, execution, carrying out and working out of anything ordered or undertaken. This refers to outputs/outcomes (accomplishment), but also states that performance is about doing work, as well as being about the results achieved.

Knowton (1980) defined organizational performance as how efficiently, effectively and timely an organization meets its goals. He further relates performance to profitability and productivity. Druker (1995) defines performance as the balance between all factors of production that will give the greatest output for the smallest effort.

He further identifies that it's measured in a number of ways; profitability is used to measure economic soundness of the use of factors of production, production volume and hence evaluating the performance of the firm.

Agu (1988) defines organizational performance as the ability to serve customers quickly, accurately and promptly within prescribed regulatory provisions and market norms, and backed with asset base, a strong management team and competent workforce. Meyer, 1994 and Braithwaite, 2007 developed a supply chain score card to work as an indicator of an organizations performance. The first step in enhancing supplier performance measurement is to think systematically about the different ways the metrics can be used as part of an overall supplier relationship management system and to define clearly the fundamental purposes of any and all supplier metrics.

Appley (1999) argues that organizational performance is not only a question of addressing effectiveness but it is also about the productivity of the resource that has been employed in pursuing organizational objectives.

According to Pandey (1995), organizational performance is influenced by many factors which include organization controls and effective communication both internally and externally, the resource available to the company.

A framework for developing supplier scorecards can be illustrated as follows Strategic Value which involves Contribution to product innovation, Contribution to business process, Innovation/improvement, Reduction in supply continuity risk, Contribution to entering new markets, Contribution to corporate social responsibility goals, and Contribution to brand equity.

Financial Value which involves Total cost (of acquisition & ownership), Price stability, Cost avoidance, Asset utilization, Return on assets, Return on investment, Incremental revenue generated, and Incremental profits generated.

Hughes, a director of Sex of respondents Vantage partners developed a checklist displaying the seven principles for defining and implementing the above supplier metrics as a measurement of performance and these include; measure what is important , not simply what is easy to measure, develop and utilize predictive metrics as well as measures of outcomes, Become comfortable with subjectivity and approximations critical dimensions of measurement (the quality of the working relationship and strategic value) by definition require dealing with individual perceptions and the application of human judgment, Situate metrics in a process that facilitates dialogue internally and with suppliers about how to interpret metrics, about how to improve their performance and about how to improve the quality of supplier relationship collaboratively, not (only) punitively. Use metrics to diagnose what you each did or didn't do to contribute to any problems, rather than simply to assign blame or decide whether or not apply penalties that is, use metrics to jointly diagnose and solve problems, Share data with suppliers that shows how they compare to their peers and Define metrics that enable you and your suppliers to assess the value they receive from the relationship in the long run, you cannot succeed at the expense of your supplier and the long run may not be as long as you think.

2.5 Relationship between supplier relationship management and a firm's performance.

According to Technomic Asia a Tempkins International Company, 2008, this relationship is summarized using different touch points including quality specifications, forecasting, risk management, security customs and much more.

Supplier Relationship Management process involves; assessment develop" supplier Alignment Profile Audit all touch points and prioritize opportunities by greatest value and ease of implementation, Team-based continuous improvement of key SRM priorities.

Create buyer/supplier teams to analyze specific prioritized touch point opportunities and to implement for value-based results, SRM excellence: institutionalize the SRM process between buyer/supplier. Work with buyer to assure SRM becomes a part of their procurement fiber.

The relationship between buyer and supplier creates a supply chain competitive advantage, based on continuous improvement in Supply chain structure organization, Communication, Quality specifications being met, Forecasting and related future demand consistency, Order processing, Packaging and labeling, Transportation planning and execution, Inventory levels and lead times, Payment processing, Security, customers, export compliance and regulatory management, Performance expectations, reporting and measuring, Contract management and conflict resolution, and Risk management.

2.6 Conclusion

SRM helps buyers focus on the fact that it's not how much you source but how well you source. Sourcing well starts with building relationships so, mis-communication and frustration are avoided and the greatest value from the relationship can be realized.

With the rising uncertainty of today's world, competition has been extended from the company level to the supply chain level. Actually, supply chains compete amongst each other on efficiency, flexibility and robustness to deliver products and services quickly and cost-efficiently to their customers. Thus supply chain partners have to work together towards a common goal for the total supply chain.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the research design, methods to be applied in data collection, processing, analysis and the problems that were faced by the researcher in executing the study.

3.1 Research design

Both qualitative and quantitative research designs was used to establish the impact of supplier relationship management on the performance of the organization. For qualitative (analytical) design, numbers were used to explain various situations from the data collected. In the case of qualitative (descriptive) design words were used to describe the study findings.

3.2 Study population

The study population comprised of Group of companies administrators, the store keepers, bindery workers and machine operators, totaling to a number of fifty (45) respondents was used as a target population.

Table for determining sample size for a given population

N	S
10	10
15	14
20	19
25	24
30	28
35	32
40	36
45	40

Source: krejcie & Morgan

3.3 Sampling methods

The researcher used simple random sampling method in selecting the respondents from whom data was collected during the research exercise.

3.4 Sample size

The sample size was randomly selected using the simple random sampling design and sample size of 45 respondents was considered. This was as a result of time constraint and other unforeseen factors. These included the Production Manager, Accountant, Section heads, bindery staff, Machine operators, Storekeepers and Cashier.

3.5 Sources of data

Both primary and secondary data were used.

3.5.1 Primary Data

Primary data was acquired as first hand information. Primary data was collected by the use questionnaires, interviews and observation as data collection tools given to the respondents.

3.5.2 Secondary data

Secondary data was gotten from already existing literature related to the topic of study. These sources of information included textbooks, magazines, pamphlets, research reports, journals, workshops presentation, internet and newsletters which were used in addition to various company annual reports.

3.6 Data collection instruments

The researcher mainly used questionnaires and interview guides given to staff members of M.U.K Group of companies.

The researcher carried out interviews especially for top management and also issued questionnaires to the other staff members of Mukwano Group of companies. The questionnaires and interview guides were designed to encompass both the variables of the research topic understudy.

3.7 Data Processing and Analysis

After collecting the raw data through interviews, observation and questionnaires, was edited for completeness, consistency and accuracy.

Data was analyzed in line with the problem, objectives, research questions and other information especially from the literature review.

Data was first coded. In the coding process, a coding sheet was constructed. A number was assigned to each answer in the questionnaire and interview with a corresponding number on the coding sheet.

Then the same questionnaire and interview guide was constructed on the computer using excel and Statistical Programme for Social Scientist (SPSS) data analysis programmes. Frequency tables and graphs were constructed basing on the data entered into excel and Statistical Programme for Social Scientist.

3.8 Limitations

The study became expensive for the researcher in terms of expenses such as library fees, photocopying and printing.

Some respondents were uncooperative through withholding certain information which was termed as "sensitive".

The researcher was faced with the problem of finding relevant information. Some secondary data was outdated and linking it to the study became difficult.

There was a problem of misinterpretation of the purpose of the research as some referred to the researcher as a 'spy'.

Despite all the above problems, the researcher used strategies such as working within his proposed budget, reassuring correspondents about the confidentiality of certain issues and also utilizing mostly the Kampala international university Main library and Mukwano Group of companies availed records.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction

This chapter presents the research findings that were revealed in the research study and their interpretation as derived from both primary and secondary sources, questionnaires were used to gather information on the impact of supplier relationship management on performance of the organisation: A case study of Mukwano Group of companies. Tables, frequencies and percentages have been used to describe and analyze the findings. The study sought to achieve the following objectives:

To establish supplier relationship management practices used by Mukwano Group of companies. To assess the performance of Mukwano Group of companies.

To establish the relationship between suppliers relationship management practices and performance at Mukwano Group of companies.

4.1 Demographic Characteristics of Respondents

Table 1: Department of respondents

Response	Frequency	Valid percent
Marketing	20	50%
Procurement	10	25%
Finance	3	7%
Reprographic	7	18%
Total	40	100%

Source: Primary Data

From the table above 50% of the respondents were in marketing department, 25% were in procurement, 18% were in reprographic department and 7% were in finance. This implies that the marketing department is holding the highest percentage (50%) and is at the fore front and acts as the mouth piece of mukwano Group of companies to both the customers and some of the strategic suppliers.

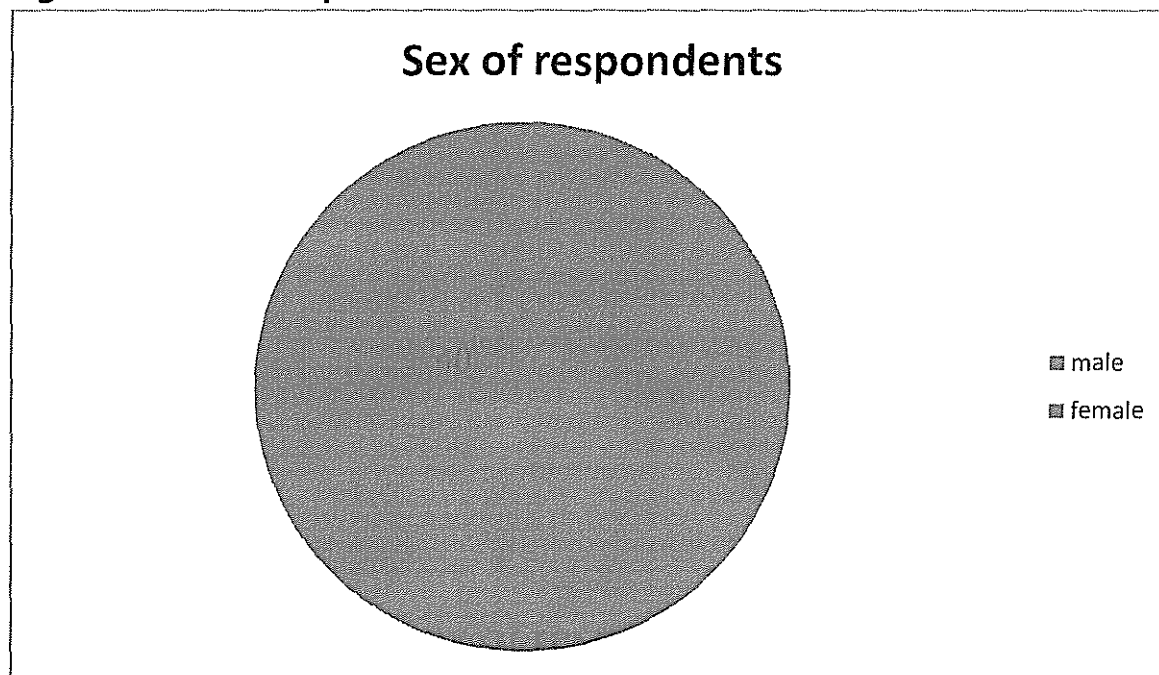
and is at the fore front and acts as the mouth piece of Mukwano Group of companies to both the customers and some of the strategic suppliers.

Table 2: sex of respondents

Response	Frequency	Valid percentage
Male	23	59%
Female	17	41%
Total	40	100%

Source: Primary Data

Figure 2: Sex of respondents



Source: Primary data

From the figure above 59% were male and 41% of the respondents were female this implies that at the Mukwano Group of companies men are mostly employed because much of the work done requires lifting and carrying which is best done by Men.

Table 3: Age of respondents

Response	Frequency	Valid percent
18 – 29	5	12%
30 – 39	20	50%
40 – 49	11	28%
50 and above	4	10%
Total	40	100%

Source: Primary data

From the table above 50% were between 30 to 39years, 28% were between 40 to 49years, 12% of the respondents were between 18 to 29years of age, and 10% were 50years and above.

This implies that respondents with the highest percentage (50%) are aged between 30 to 39 years. This shows that many of the respondents are well knowledgeable about the operations of Mukwano Group of companies and are very productive which may not be the case with those falling in the other aged brackets.

Table 4: Number of years in Mukwano Group of companies

Responses	Frequency	Valid percent
Under 4years	10	25%
5 – 8years	30	75%
Total	40	100%

Source: Primary data

From the table above it was found out that 75% of the respondents had spent between 5 to 8years and 25% had spent less than 4 years with Mukwano Group of companies. This implies that 75% of the respondents had stayed long with Group of companies and were knowledgeable about the activity and the operations of Mukwano Group of companies. Further, the researcher noted that people have spent many years with

Mukwano Group of companies because the working environment is friendly and the fact that they are associated with Mukwano.

4.2 To establish supplier relationship management practices used by the organization

Findings on the question regarding supplier relationship management solutions used by the organization were considered and questions raised with their respective responses as noted below:

Table 5: Responses on the services offered by Mukwano Group of companies

Responses	Frequency	Valid percent
Yes	2	5%
No	38	95%
Total	40	100

Source: Primary data

From the table above it was found out that 95% disagreed and noted that there are other services offered and included print designing, consultancy and binding and 5% of the respondents noted that printing is the main service offered by mukwano.

Table 6: Responses on whether Mukwano Group of companies Provide all the necessary materials/ services required for the work.

Responses	Frequency	Valid percent
Yes	5	12%
No	35	88%
Total	40	100%

Source: Primary data

Form the table above it was found out that 88% disagreed that Mukwano Group of companies does not provide itself with all the necessary material/services required for the work and 12% of the respondents noted that they provide for themselves all the necessary materials/ services required for the work.

This implies that the highest percentage (88%) of the respondents disagreed that Mukwano Group of companies do not provide for themselves all the necessary materials/ services required for the work.

Respondents further noted that the materials sourced from suppliers include plates, ink, stationery, exposure services, machines, and colour separation services. Nevertheless Mukwano Group of companies has got fifty suppliers.

Table 7: Responses on the Factors where more emphasis is put when identifying suitable supplier.

Responses	Frequency	Valid percent
Price of Product/Service	24	60%
Quality of product/service	12	30%
Credit policy	4	10%
Total	40	100%

Source: Primary data

From the table above 60% of the respondents noted that Price of Product/Service is a factor where more emphasis is put when identifying suitable supplier, 30% noted for quality product/service, and 10% credit policy. From the table above it was found out that emphasis is put on price when identifying suitable suppliers since it has the highest percentage (60%) of the total number of respondents.

Table 8: Responses on getting the best quality products at the lowest price as the sourcing strategy

Response	Frequency	Valid percent
Yes	38	95%
No	2	5%
Total	40	100%

Source: Primary data

From the table above 95% (38) of the respondents noted that Mukwano Group of companies has a sourcing strategy, and 5% (2) disagreed. This indicates the majority of the respondents (95%) agreed that Mukwano Group of companies has a sourcing strategy. It was further noted that their sourcing strategy is to get the best quality at the lowest price possible within the shortest lead time. This is done through sending customer relationship manager into the field to identify and screen suppliers to see who can provide the best quality materials at lowest cost possible.

Table 9: Responses on Particular relationships with your suppliers

Responses	Frequency	Valid percent
Yes	29	73%
No	11	27%
Total	40	100%

Source: Primary data

From the table above 73% of the respondents noted that they have particular relationships with their suppliers, and 27% said no. With 73% of the respondents saying yes, it shows that at Mukwano Group of companies there are particular relationships with the suppliers.

Table 10: Relationships engaged in.

Response	Frequency	Valid percent
Transactional relationship	36	90
Long term relationship	4	10
Total	40	100

Source: Primary data

From the table above 90% of the respondents noted that the relationships Mukwano Group of companies engaged in is the transactional relationship, and 10% noted for long term relationship.

This implies that that the relationships Mukwano Group of companies engaged in is the transactional relationship because it holds the highest percentage of 90%.

Findings further revealed that though long term relationship holds only 10%, Mukwano Group of companies Management is moving towards building and consolidating long-term relationship with its suppliers. It also revealed that the longest serving suppliers of Mukwano Group of companies are the Transpapers, Safina General supplies and Prime Peneral companies that supply them with materials.

Table 11: Responses on the Period spent conducting business with suppliers

Response	Frequency	Valid percent
1 - 5years	5	12%
5 – 10years	3	8%
10 years and above	32	80%
Total	40	100%

Source: Primary data

From the table above 80% of the respondents have been conducting businesses with their suppliers in table above for a period of 10years and above, 12% for a period between 1 to 5years and 8% for a period between 5 to 10years.

This implies that the highest majority of the respondents (80%) believe that Group of companies relates well with its suppliers and that is why it has spent many years with particular supplier (10 years and above).

Table 12: Responses on whether some of your suppliers are located on MUKWANO Group of companies premises.

Response	Frequency	Valid percent
Yes	0	0%
No	40	100%
Total	40	100%

Source: Primary data

From the table above 100% of the respondents noted that there are no suppliers located on its premises. This implies that Mukwano Group of companies outsources all its supplies from outside.

Table 13: Responses on whether Mukwano Group of companies Sign contracts with your suppliers.

Response	Frequency	Valid percent
Yes	39	97%
No	1	3%
Total	40	100%

Source: Primary data

From the table above 97% of the respondents noted that Mukwano Group of companies signs contracts with its suppliers, and 3% said no. Since the majority 97% agrees that Group of companies signs contracts with its suppliers, this shows that Mukwano Group of companies signs contracts with its suppliers which safeguards its position. In case of a breach of contract, they can seek legal redress of the matter.

Table 14: Responses on Contracts made with suppliers

Response	Frequency	Valid percent
Fixed price incentives	38	95%
Cost plus incentives	2	5%
Total	40	100%

Source: Primary data

From the table above 95% of the respondents noted that the contracts made with these suppliers are fixed price incentives, and 5% noted for cost plus incentives. This implies that contracts made with these suppliers are fixed price incentives since it holds the biggest percentage of respondents (95%) and it safeguards the Group of companies' position when it comes to inflation and price fluctuation.

Table 15: Responses on the Suppliers commitment to the contractual arrangements

Response	Frequency	Valid percent
Fixed price incentives	35	88%
Cost plus incentives	5	12%
Total	40	100%

Source: Primary data

From the table above 88% of the respondents noted that suppliers are committed to the contractual arrangements, and 12% disagreed. With the majority of the respondents (88%) agreeing that suppliers are committed to the contractual arrangement, there is also a 12% that disagrees. This has help the organization to keep its suppliers which eases the process of procuring supplies to honors customer needs.

Table 16: Responses on Mukwano Group of companies' commitment to the contractual arrangements.

Response	Frequency	Valid percent
Fixed price incentives	35	88%
Cost plus incentives	5	12%
Total	40	100%

Source: Primary data

From the table above 88% of the respondents noted that MUKWANOWANO Group of companies is committed to the contractual arrangements and 12% disagreed. This implies that MUKWANOWANO Group of companies is committed to the contractual arrangements with its suppliers but it was also noted that bureaucracy is hindering its operation.

4.3 To establish the performance of the organizations.

Findings on the question regarding the performance of organizations that manage supplier relationships were considered and responses noted thereon.

Table 17: Responses on whether there is a lot of work in progress.

Response	Frequency	Valid percent
Strongly agree	30	76%
Agree	8	20%
Not sure	1	2%
Disagree	1	2%
Strongly disagree	0	0%
Total	40	100

Source: Primary data

From the table above 76% of the respondents strongly agreed that there is a lot of work in progress, 20% agreed, 2% were not sure, and 2% disagreed. Basing on the majority of the respondents (76% + 20%) agreeing, this implies that there is a lot of work in progress (WIP) which is not good for a modern business. Modern inventory management techniques such as Just In Time (JIT) dictate that organizations should limit the amount of inventory in the system at any one time to boost performance.

Table 18: Responses on whether a lot of damages are made at the Mukwano Group of companies.

Response	Frequency	Valid percent
Strongly agree	20	50
Agree	12	30%
Not sure	2	5%
Disagree	4	10%
Strongly disagree	2	5%
Total	40	100

Source: Primary data

From the table above 50% of the respondents strongly agreed that a lot of damages are made at the Mukwano Group of companies, 30% agreed, 5% were not sure, and 10% disagreed, and 5% strongly disagreed. Basing on the majority of the respondents

(50%+30%), this shows that a lot of damages are made at the Mukwano Group of companies and there is need to decrease the amount of damages within the system in order to improve on profitability thus improving the organization performance.

Table 19: Responses on whether more work is ever made than what is ordered for.

Response	Frequency	Valid percent
Strongly agree	1	5%
Agree	1	5%
Not sure	2	5%
Disagree	14	35%
Strongly disagree	22	55%
Total	40	100

Source: Primary data.

From the table above, 55% strongly disagreed that more work is ever made than what is ordered for, 35% disagreed, 3% of the respondents strongly agreed, 5% were not sure and 3% agreed.

Since the results in the table show that 50% strongly and 35% disagree, this shows that more work is never made than what is ordered for which has helped to keep in check the amount of work in progress (WIP).

Table 20: Responses on whether customers do complain about the packaging of printed work from the MUKWANO Group of companies.

Response	Frequency	Valid percent
Strongly agree	1	3%
Agree	1	3%
Not sure	2	5%
Disagree	16	40%
Strongly disagree	20	50%
Total	40	100

Source: Primary data

From the table above, 50% strongly disagreed that customers do complain about the packaging of printed work from the Mukwano Group of companies, 40% disagreed, 5% were not sure, 3% agreed. With the highest percentage of the respondents (50% + 40%) disagreeing, this shows that People never complain about the packaging of printed work from the Mukwano Group of companies though efforts are in plan to improve on the packing of Mukwano Group of companies Products to improve on customer service.

Table 21: Staff reluctant when it comes to collecting Supplies from the suppliers

Response	Frequency	Valid percent
Strongly agree	11	28%
Agree	21	52%
Not sure	2	5%
Disagree	4	10%
Strongly disagree	4	5%
Total	40	100

Source: Primary data

From the table above, 52% of the respondents agreed, 28% strongly agreed that Staffs are ever reluctant when it comes to collecting products from the suppliers, 5% were not sure, and 10% disagreed, and 5% strongly disagreed. With the majority of the respondents agreeing (52%), this shows that Staffs are reluctant when it comes to collecting products from the suppliers. This means that when orders are made, suppliers are supposed to deliver products at the Group of companies premises.

Table 22: Responses on whether sometimes suppliers are paid more money than what they are supposed to get.

Response	Frequency	Valid percent
Strongly agree	14	35%
Agree	16	40%
Not sure	2	5%
Disagree	5	13%
Strongly disagree	3	7%
Total	40	100

Source: Primary data.

From the table above, 40% agreed that Sometimes suppliers are paid more money than what they are supposed to get, 35% of the respondents strongly agreed, 5% were not sure, and 13% disagreed, and 7% strongly disagreed. With the majority of the respondents (40%) agreeing, this implies that Sometimes suppliers are paid more money than what they are supposed to get which has a serious implication on the organization's profitability.

Table 23: Responses on whether materials used at the Mukwano Group of companies are normally bought expensively.

Response	Frequency	Valid percent
Strongly agree	20	50%
Agree	16	40%
Not sure	2	4%
Disagree	1	3%
Strongly disagree	2	3%
Total	40	100

Source: Primary data.

From the table above, 50% of the respondents strongly agreed that Materials used at the Mukwano Group of companies are normally bought expensively, 40% agreed, 5%

were not sure, 3% disagreed, and 3% strongly disagreed. Since the majority of the respondents agree 50% +40%), implies that Materials used at the Mukwano Group of companies are normally bought expensively and this is because our purchases are on credit rather than pay cash for the purchases.

Table 24: Responses on whether Group of companies management ever disagrees on who should be the supplier.

Response	Frequency	Valid percent
Strongly agree	2	5%
Agree	4	10%
Not sure	2	5%
Disagree	11	28%
Strongly disagree	21	53%
Total	40	100

Source: Primary data.

From the table above, 53% of the respondents strongly disagreed that Management ever disagrees on who should be the supplier at the Mukwano Group of companies, 28% disagreed, 5% strongly agreed, 10% agreed, 5% were not sure. Basing on the majority of the respondents (53% and 28%), this implies that Management usually comes to an understanding when it comes to choosing a rightful supplier.

4.4 To assess the relationship between suppliers relationship management and organizational performance

Findings on the question regarding the relationship between supplier's relationship management and organizational performance were considered and responses noted there on as can be revealed in tables below:

Table 25: Responses on whether Work in progress at the MUKWANO Group of companies is as a result of our suppliers.

Response	Frequency	Valid percent
Strongly agree	4	10%
Agree	4	10%
Not sure	0	0%
Disagree	12	30%
Strongly disagree	20	50%
Total	40	100

Source: Primary Data.

From the table above, 50% of the respondents strongly disagreed that Work in progress at the Mukwano Group of companies is as a result of our suppliers, 30% disagreed, 10% strongly agreed, 10% agreed.

Basing on the majority of the respondents disagreeing (50% and 30%), this therefore indicates that Work in progress at the Mukwano Group of companies is not as a result of our suppliers. It was found out WIP is as a result of internal factors rather than supplier.

Table 26: Responses on whether Responses on the most of the materials got from suppliers are damaged.

Response	Frequency	Valid percent
Strongly agree	0	0%
Agree	0	0%
Not sure	4	10%

Disagree	12	30%
Strongly disagree	24	60%
Total	40	100

Source: Primary Data.

From the table above, 60% of the respondents strongly disagreed that Most of the materials got from suppliers are damaged, 30% disagreed, 10% were not sure and none agreed. With 60% and

30% of the respondents disagreeing, this indicates that Most of the materials got from suppliers are not damaged and are always in good shape and ready for use.

Table 27: Responses on whether Suppliers ever send more materials than what is ordered from them.

Response	Frequency	Valid percent
Strongly agree	4	10%
Agree	4	10%
Not sure	4	10%
Disagree	20	50%
Strongly disagree	8	20%
Total	40	100

Source: Primary Data.

From the table above, 50% of the respondents disagreed that Suppliers ever send more materials than what is ordered from them, 20% strongly disagreed, 10% strongly agreed, 10% agreed and 10% were not sure. With the majority of the respondents disagreeing (50%), this indicates that Suppliers never send more materials than what is ordered from them which means that specification are stated well and the communication between the two parties is clear.

Table 28: Responses on whether most packaging materials got from suppliers are of poor quality.

Response	Frequency	Valid percent
Strongly agree	8	20%
Agree	0	0%
Not sure	4	10%
Disagree	16	40%
Strongly disagree	12	30%
Total	40	100

Source: Primary Data.

From the table above, 40% of the respondents strongly disagreed that Most packaging materials got from suppliers are of poor quality, 30% strongly disagreed, 20% agreed and 10% were not sure, with the majority of the respondents disagreeing (40% and 30%), this indicates that most packaging materials got from suppliers are not of poor quality which improves the image of mukwano Group of companies in the eyes of its customers.

Table 29: Responses on whether Suppliers take a lot of time in delivering what is ordered for by the Mukwano Group of companies

Response	Frequency	Valid percent
Strongly agree	28	70%
Agree	12	30%
Not sure	0	0%
Disagree	0	0%
Strongly disagree	0	0%
Total	40	100

Source: Primary Data.

From the table above, 70% of the respondents strongly agreed that Suppliers take a lot of time in delivering what is ordered for by the Mukwano Group of companies and they

constituted the majority. Thirty Percent agreed and none disagreed. Basing on the factor that the majority of the respondents disagreeing, it indicates that Suppliers take a lot of time in delivering what is ordered for by the Mukwano Group of companies. This is as a result of purchasing supplies on credit and taking long to honour the debts yet sometimes our urgency is alarming.

Table 30: Responses on whether suppliers deliver expensive Materials used at the MUKWANO Group of companies

Response	Frequency	Valid percent
Strongly agree	20	50%
Agree	12	30%
Not sure	4	10%
Disagree	4	10%
Strongly disagree	0	0%
Total	40	100

Source: Primary data

From the table above, 50% of the respondents strongly agreed that suppliers deliver expensive Materials used at the MUKWANO Group of companies and they constituted the majority. 30% agreed, 10% were not sure, 10% disagreed, and none strongly disagreed. Basing on the factor that the majority of the respondent agree (50% and 30%), it implies that suppliers deliver expensive Materials used at the Mukwano Group of companies.

Table 31: Responses on whether most of the supplies do not fit the required specifications

Response	Frequency	Valid percent
Strongly agree	0	0%
Agree	12	30%
Not sure	4	1%
Disagree	8	20%
Strongly disagree	16	40%
Total	40	100

Source: *Primary data.*

From the table above, 40% of the respondents strongly disagreed that Most of the supplies do not fit the required specifications, 30% agreed, 20% disagreed and 10% were not sure. With the majority of the respondents disagreeing (40% and 30%), this indicates that Most of the supplies possess the required specifications and is what is ordered for.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, conclusion and recommendations of the findings. The summary focuses on the findings in relation to objectives of the study that it intends to achieve. The summary is followed by the conclusion, which is also based on the findings of the study and lastly the recommendations.

5.1 Summary of major findings

5.1.1 To establish supplier relationship management solutions used by the organization

Findings revealed that there are other services offered apart from printing and they included, print designing, consultancy and binding.

Mukwano Group of companies does not provide for itself all the necessary materials/ services required for the print work, much of the materials are sourced from suppliers which include; papers, plates, ink, stationery, Digital machine consumables, exposure services, machines, and colour separation services. The number of suppliers at the moment is fifty some of which include, Transpapers, Prime General, Safina, Paragigm Digital press, Express Automation and Elite computers.

Price is the most dominant factor that is considered when selecting suppliers. However, other factor such as quality Supplies and credit policy are also considered.

Its sourcing strategy is to get the best quality at the lowest price within the shortest lead time, there are particular relationships with the suppliers, and the ones they engage in is the transactional relationship. However, management is planning to adopt the long term relationship which is more sustainable especially that much of the purchases are on credit.

The longest serving suppliers of Mukwanowano Group of companies are Transpapers and prime general companies that supply them with materials especially Paper which is one of the fast moving raw material and it's needed for the day to day smooth operations.

Although suppliers are not located on its premises, contracts made with these suppliers are fixed price incentives, and MUKWANO Group of companies is committed to the contractual arrangements, though there is need to check bureaucracy which sometimes slows down decision making.

5.1.2 To establish the performance of organizations

Findings revealed that there is a lot of work in progress, a lot of damages are made at the Mukwano Group of companies, more work is never made than what is ordered for, People never complain about the packaging of printed work from the MUKWANO Group of companies, Staff are ever reluctant when it comes to collecting products from the suppliers, Sometimes suppliers are paid more money than what they are supposed to get, Materials used at the Mukwano Group of companies are normally bought expensively and Management never disagrees on who should be the supplier at the Mukwano Group of companies.

5.1.3 To assess the relationship between suppliers relationship management and organizational performance

Findings revealed that Work in progress at the Mukwano Group of companies is not as a result of Mukwano Group of companies suppliers but rather internal short falls.

Materials supplied are in good shape and are of good quality.

The study also revealed that Suppliers never send more materials than what is ordered from them.

Most packaging materials got from suppliers are of good quality, Suppliers take a lot of time in delivering what is ordered for by the Mukwano Group of companies.

5.2 Conclusion

From the above summary of findings based on the objectives, the researcher made the following conclusions;

5.2.1 To establish supplier relationship management solutions used by the organization

Basing on the findings, the researcher noted that there are existing relationship between MUKWANO Group of companies and its suppliers. Its these supplier

relationship management solutions that will help MUKWANO Group of companies to stay in business and also enables it to out compete its competitor within the same business.

5.2.2 To establish the performance of organizations

Basing on the findings, the researcher agrees that supplier relationship Management has a direct impact on the MUKWANO Group of companies performance. A health relationship enables Group of companies to acquire supplies in time in order to fulfill customers' demands thus boosting customer satisfaction which later replicates in the company's performance.

5.2.3 To assess the relationship between suppliers relationship management and organizational performance

Given the frequency gotten from respondents, the researcher strongly agrees that there is need for MUKWANO Group of companies to work towards improving its relationship with its suppliers. This could be done through improving and clearing the communication channels so that there is free exchange of information thus improving Mukwano Group of companies's performance.

5.3 Recommendations

Mukwano Group of companies need to provide for itself with all the necessary materials/ services required for the work such as; ink, stationery, exposure services, machines, and colour separation services. Such material can be imported directly by MUKWANO Group of companies at a cheaper price thus increasing on its profit base.

Mukwano Group of companies need to use other different companies apart from the Transpapers and prime general companies that supply them with materials so that it can get a chance of having materials at cheap prices.

Mukwano Group of companies need to be committed to the contractual arrangements, this can be done by reducing on the bureaucracy which is too much.

Mukwano Group of companies need to focus much on stock management to reduce on their work in progress, and also use experienced people to reduce on the damages made at the Mukwano Group of companies.

Mukwano Group of companies needs to put stringent controls to avoid over spending of money on materials supplied.

There is need to automate the information flow between the suppliers and MUKWANO Group of companies.

5.4 Areas for Further research

Further research need to be carried out on the impact of total quality management on organizational performance.

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Appendices

APPENDIX 1: QUESTIONNAIRE

Survey on the impact of supplier relationship management on performance (case study
Mukwano Group of companies

Back ground information

1. Department.....

2. Position held in Mukwano Group of companies.....

3. Sex:

Male ☐

Female ☐

4. Age of respondent:

a) 18-29 ☐

c) 40-49 ☐

b) 30-39 ☐

d) 50 and above ☐

4. Number of years in Mukwano Group of companies

under 4 years ☐

years -8 years ☐

N.B Question 4, above is optional

Section B: To establish supplier relationship management solutions used by organization

(Ticks the appropriate alternative of fill accordingly)

1. Is printing the main service offered by Mukwano?

Yes ☐ No ☐

If No, what are the other services offered?

.....

.....

.....

2. Do you provide for your selves all the necessary materials/ services required for the
work?

Yes ☐ No ☐

a) If Yes, which materials/ services do you provide for yourselves?

.....

b) If No which materials/services do you source from suppliers?

.....

3. How many suppliers do you have?

.....

4 how do you identify your suitable supplier?

Which factors do you put more emphasis on?

Price of Product/Service ☐

Quality of Product/Service ☐

Technological Factors ☐

Location ☐

Credit Policy ☐

Personal Relationship ☐

5. Do you have a sourcing strategy?

Yes ☐ No ☐

If yes, what is your sourcing strategy?

.....

6. Do you have particular relationships with your suppliers?

Yes ☐ No ☐

a) If yes, which of the following relationships do are you engaged in ?

Transactional relationship ☐

Long term relationship ☐

b) Who are your longest serving suppliers?

.....

.....

.....

7. For how long have you been conducting business with those suppliers in (a) above

1-5 years

5-10years

10 years and above

8. Are some of your suppliers located on your premises?

Yes ☐ No ☐

If yes, why?

.....
.....

9. Do you sign contracts with your suppliers?

Yes ☐ No ☐

10. What kind of contracts do you make with these suppliers?

Firm fixed price ☐

Cost plus fixed fee ☐

Fixed price incentive ☐

Cost plus incentive ☐

None of the above ☐

If none of the above which contracts in particular do you make with your supplier?

.....
.....

11. Are the suppliers committed to the contractual arrangements?

Yes ☐ No ☐

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12. If no why do you think so?

.....
.....

13. Are you committed to the contractual arrangement?

Yes ☐ No ☐

If yes, which one?

.....
.....

14. How do you benefit from the integrated technological solution?

.....

.....

SECTION C: PERFORMANCE OF ORGANIZATION

1. There is a lot of work in progress.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

2. A lot of damages are made at the Mukwano Group of companies

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

3. More work is ever made than what is ordered for

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

4. People ever complain about the packaging of printed work from the Mukwano Group of companies

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

5. Staff are ever reluctant when it comes to collecting products from the suppliers

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

6. Sometimes suppliers are paid more money than what they are supposed to get

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

7. Materials used at the Mukwano Group of companies are normally bought expensively

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

8. Management ever disagrees on who should be the supplier at the Mukwano Group of companies

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

RELATIONSHIP

1. Work in progress at the Mukwano Group of companies is as a result of our suppliers .

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

2. Most of the materials got from suppliers are damaged

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

3. Suppliers ever send more materials than what is ordered from them

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

4. Most packaging materials got from suppliers are of poor quality

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

5. Suppliers take a lot of time in delivering what is ordered for by the Mukwano Group of companies

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

6. Our suppliers deliver us with expensive Materials used at the Mukwano Group of companies

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

7. Most of the supplies do not fit the required specifications

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Appendix 2: Interview guide

1. What is supplier relationship management?
2. What are the most common types of relationship management?
3. What are the advantages of these relationships?
4. Who are the people responsible for creating these relationships?
5. Are there problems in creating these relationships?
6. How do you create these relationships in your organisation?
7. What the possible solutions in managing these relationships?
8. What is the meaning on performance?
9. How can organisation perform to its best?
10. What are some of performance indicators in the organisation?
11. Is there any relationship between the two variables?
12. What are the advantages of performance?
13. Who performs best in the organization?
14. who are the managers of performance?
15. If supplier relationship is important what are the criteria's of creating this relationships?
16. What kind of relationships do you make with suppliers?
17. Do you have particular relationships with your supplier?
18. How do you identify a suitable supplier?
19. Which materials do you provide for yourselves?
20. Do you provide yourselves all the necessary materials required for the work?

Appendix 3: Time frame or work plan

Activity	DURATION					
	APRIL	APRIL	MAY	May	JUNE	JUNE
Topic search and approval						
Proposal Writing						
Data collection						
Data analysis and report submission						

Appendix 4: Proposed budget for the research dissertation

ITEM	QUANTITY	AMOUNT (UGX)
Ream of papers	2	20,000
Research proposal typing	1	10,000
Transport		160,000
Research report typing and binding	3	80,000
Refreshments		65,000
Air time		45,000
Miscellaneous		40,000
Estimated expenditure		420,000