E-PROCUREMENT AND SERVICE DELIVERY IN ORGANISATIONS: A CASE STUDY OF UCHUMI SUPERMARKET, KABALAGALA BRANCH

BY

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A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND MANAGEMNT IN PARTIAL FULFILMENT OF THE REQUIREMENTS THE AWARD OF A BACHELORS DEGREE IN SUPPLIES AND PROCUREMENT MANAGEMENT OF KAMPALA INTERNATIONAL UNIVERSITY

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DECLARATION

I, Nalweyiso Faridah declare that, this research report is my own and has never been produced by anybody else for any award in any institution and that material which is not mine has been fully acknowledged.

Nalweyiso Faridah

Signature: .....

Date: 2nd/sdy/2014

APPROVAL

This is to satisfy that this research report has been done under my supervision and submitted to the college of economics and management for examination with my approval.

Dr. Stanley Kinyatta (Supervisor)

Signature : .....

Date : 3/7/2014.

DEDICATION

I dedicate my report to my parents Ms: Nalule Teopista and my brother Mr. Serunjongi Ismail for their utmost effort towards my academic life.

ACKNOWLEDGEMENT

I extend my special thanks to the almighty God for his wonderful blessing and guidance. Without God's intervention I would not have reached this far.

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Special thanks go to all my lecturers at Kampala International University and teachers in all schools I attended. Without all of you, finishing this course would not be easy. I will live to remember you. God bless you.

ABSTRACT

The researcher was interested to investigate on e-procurement and service delivery in organisations: a case study of Uchumi Supermarket, Kabalagala Branch. The researcher set objectives which were intended to; establish the benefits of e-procurement in delivering services to customers at Uchumi supermarket, to determine the factors hindering the implementation of e-procurement at Uchumi supermarket and to explore measures that can be adopted in implementing e-procurement for service delivery at Uchumi supermarket. The literature was reviewed based on the above objectives. In chapter three, the researcher used a descriptive and explanatory research design basing on the qualitative and quantitative data which were got from interviews, questionnaires and observation. The researcher had a total population of respondents of 45 people from who a sample size of 40 respondents were selected using Krejucie, Robert V, Morgan, Daryle W, table of 1970. Chapter four of this research included data presentation, interpretation and analysis and was done under the guidance of the research objectives set in chapter one. The interpretation also sought to answer the research questions that were raised. Presentation and interpretation of data was done with the aid of quantitative and qualitative methods involving the use of tables, graphs, percentages.

The researcher made a summary of findings, conclusions and recommendations in order to establish the role of e-procurement on purchasing in supply chain management and to make possible suggestions in chapter five. The researcher concluded that there was a relationship between e-procurement and service delivery in organizations. This was evidenced by the majority of the respondents who strongly agreed to the benefits of e-procurement in delivering services to customers. The researcher further gave the recommendations that Uchumi Supermarket should carefully analyze its own business processes and procurement transactions and training should be given a high priority, alongside the need for public sector agencies to identify the skills required by all those engaged in procurement, Electronic procurement systems should be made part and partial of the decision making as a way of availing reliable information in the organizations and finally, the areas for further researcher were also suggested.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter included the following; back ground to the study, statement of the problem, purpose of the study, objective of the study, research questions, scope of the study which includes the conceptual scope, geographical scope and time scope, significance of the study and the conceptual framework.

1.1Background to the study

Electronic Procurement is defined as the use of internet for the exchange of important information and purchase of goods and services especially orders and payment between business, consumers and firms.

Kalakota and Whinston (1997) define E-Procurement from these perspectives; from communication perspective, e-procurement is the delivery of goods and services, information or payment over computer networks or by any other electronic means. From a collaboration perspective; e-procurement is the frame work for inter organizational collaboration. Electronic procurement denotes the seamless application of information and communication technology from its point of origin to its ends point along the entire value change of business processes conducted electronically and designed to enable the accomplishment of a business goal. From a business perspective, e-procurement is the application of technology towards the automation of business transactions and work flow. From a service perspective e-procurement is a tool that address the desire of firm, consumers and management to cut service costs while increasing the speed of services delivery. From the on- line perspective, e-procurement provides the capability of buying and selling products and information on the internet and other online services.

According to Wigand (1997), these processes may be partial or complete and may encompass business to business as well as business to consumer and consumer to business transaction. Electronic procurement is a concept that describes the process of buying, selling or exchanging products, services and information using computer networks including the internet.

According to Ken (2003), E-procurement is a business activity conducted using electronic data transmitting technology, such as those used on the internet and the World Wide Web (W.W.W).

Service delivery is a system or arrangement of periodical performance of supplying public needs. Helmsing (1995) in his study defines service delivery as a deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to the recipients. Heskett (1987) defines service delivery as an attitudinal or dispositional sense, referring to the internationalization of even service values and norms. A service delivery framework is a set of principles, standards, policies and constraints used to guide the design, development, deployment, operation and retirement of services delivered by a service provider with a view to offering a consistent service experience to a specific user community in a specific business context.

Many areas of conflict are cited between E-Procurement and service delivery as far as purchasing is concerned, many organizations like Century Bottling Company have embraced E-Procurement without understanding clearly what their expectations are. They have been seen to take it up because all their completers are, and in the end they have lost many resources. Companies like MTN Uganda, ZAIN Uganda and UTL have exposed the conflicting areas as far as E-Procurement and supply chain management are concerned. The above companies have taken the initiative of E-procurement without putting into consideration issues like; will it make customers more loyal. Will it improve relationship with customers? Will it reduce time response? Will it create new ways of getting the market? Will it improve the relationship with the organization trading patterns? Extra be failing to analyses the above issues such business have ended up facing problems like increased costs, loss of customers loyalty, limiting new ways of getting to mentioning to mention but a few.

1.2 Statement of the problem

With the growing modernity, dynamism and global village, the introduction/ development/ embracement of electronic procurement has greatly simplified or made the business purchasing operation easy and real. By accommodating e-procurement in an organization, business, enterprise can automate their entire process especially purchasing that is costly, risky and purchasing that calls for much time. However, in spite of its significance and application/ usage in everyday life, many organizations/ companies have not taken it up. Some companies associate e-procurement to high cost, unsafe for transaction and limited information for use. This has minimized otherwise the important aspect of service delivery in organizations. It is on this

background that the researcher intends to establish the role of electronic procurement in service delivery in originations with special attention to Uchumi supermarket, Kabalagala branch in order to evaluate the status quo and ascertain mechanisms for improvement of .

1.3 Purpose of the study

The study aimed at establishing the relationship between e-procurement and service delivery in organizations.

1.4 Objectives of the Study

i. To establish the benefits of e-procurement in delivering services to customers at Uchumi supermarket
ii. To determine the factors hindering the implementation of e-procurement at Uchumi supermarket
iii. To explore measures that can be adopted in implementing e-procurement for service delivery at Uchumi supermarket.

1.5 Research Questions

i. What are the benefits of e-procurement in delivering services to customers at Uchumi supermarket?
ii. What are the factors hindering the implementation of e-procurement at Uchumi supermarket?
iii. What measures can be adopted in implementing e-procurement for service delivery at Uchumi supermarket?

1.6.0 Scope of the Study

1.6.1 Conceptual Scope

The study concentrated on electronic procurement and how it affects service delivery in organizations: key emphasis was put on benefits of e-procurement, factors hindering e-procurement and measures to effectively implement e-procurement for service delivery.

1.6 Geographical Scope

The study was limited to kabalagala branch, Kampala Uganda. The choice of this organization is due to a range of activities in regard to electronic purchasing handled by Uchumi supermarket.

1.6.3 Time Scope

The study was carried out for a period of 2 months that will include May and June. The study time was chosen because of less academic activity, because the time suit the dateline set for the research and finally it provided ample time for data collection.

1.7 Significance of the Study

The findings may also help increase the speed at which purchasing and supply of goods is done.

The study will provide measures through which other organizations other than Uchumi supermarket need to comprehend the supply chain through adopting electronic procurement in their operations.

These study findings will serve as reference points for future tendering and procurement process researchers by providing some literature information (literature review) about other factors affecting the service delivery.

The research will provide information regarding to e-procurement for their effective improvement in Uganda. The research will explore other parameters that can enhance service delivery in Uganda visa vis procurement.

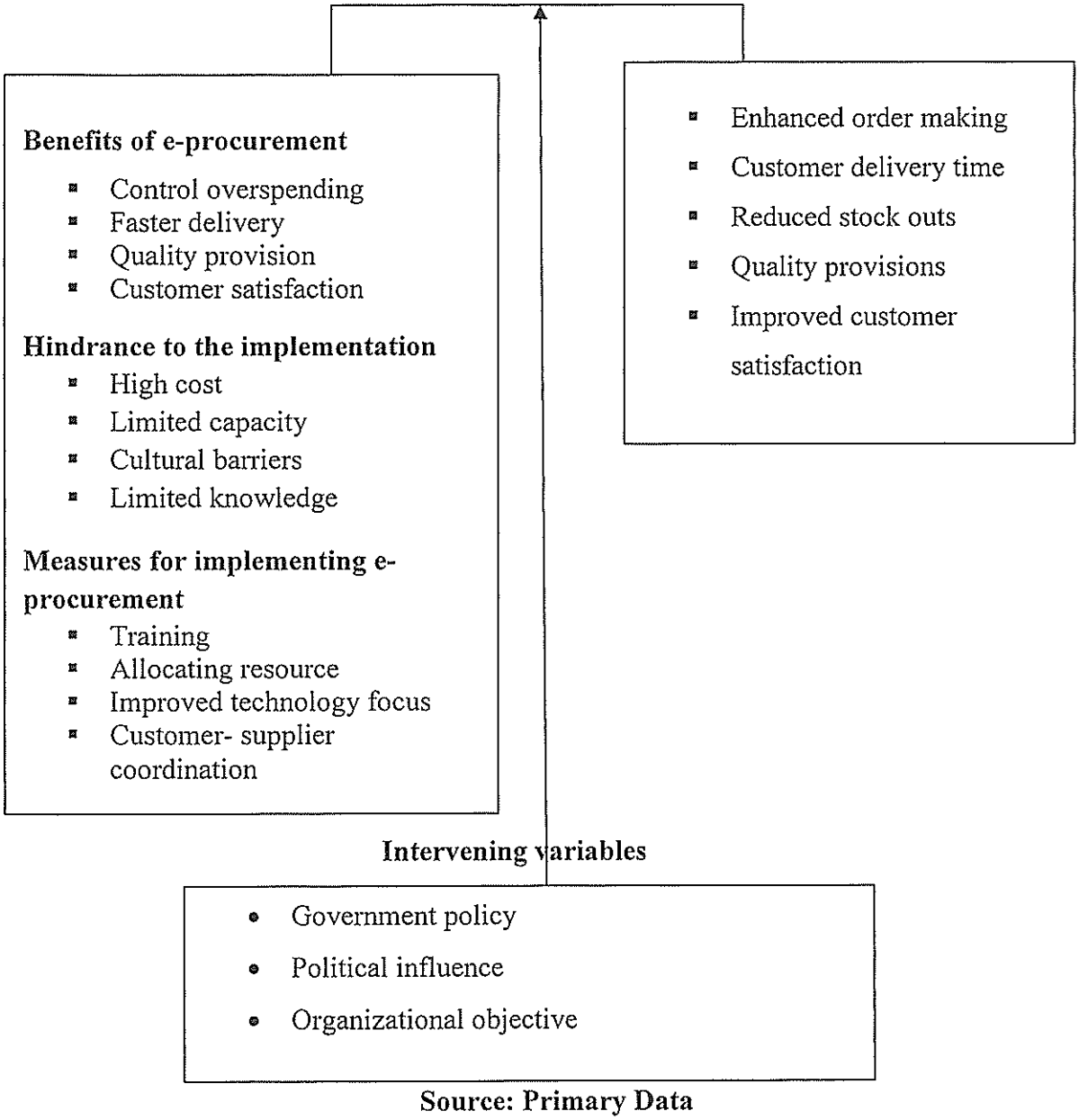
1.8 Conceptual frame work

This is a diagrammatic representation of variables. The framework shows the linkage of

Variables in their measurable units.

Independent variable **Dependent Variable**

E-Procurement **Service delivery**



Source: Primary Data

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter dealt with the assessment of literatures which relate to the topic E-procurement and service delivery. Several literatures would be selected and relevant areas would be reviewed and evaluated. This chapter provided information about aspect of previous works which relate to this study. In view of this, a number of presentations culled from various sources are under review here.

2.1 Benefits of e-procurement in delivering services in organizations

Organization and procurement stage differ in degree of uniformity, complexity, number of people involved and movement of efforts required to make a good decision. There are basic activities that must be taken to complete a purchase. Buyers have always had to follow some basic steps. Advancements have provided an alternative to an endless time taking purchase stages because formerly processing a purchase order regardless of the value, size and importance of the item in question required on to strictly follow suits.

Many businesses turned to E-procurement systems during the E-commerce boom to control, simplify, and automate the purchase of goods and services from multiple suppliers. These products let companies aggregate suppliers' offerings into a single catalog, manage approval processing, and control the transaction process. Businesses today are extending E-procurement beyond controlling the purchase of office supplies and goods for maintenance and repair to reap its benefits in the direct-goods arena.

Among those benefits are tighter control over spending authorization and the elimination of redundant purchasing, plus easier transaction processing. Targets for this use of E-procurement applications include raw materials, parts, and components for manufacturing.

Focus on ultimate relation of inventory levels and just in time (JIT) operations are feasible aspects of the scheme. The most critical/major objective is to shorten the response time to customers demand and reduce inventory investment to shorten the response to minimum thus helping to make a company on a competitor operating in real time, which means no time lag

between identification and fulfillment of need. Businesses have reduced time of lining up say in shopping malls instead of waiting.

Medich Executive Director of commercial consortium of major cooperation that is promoting the commercial use of internet as quoted by O Brien (1990) internet is redefining the model of Buying to one that supports the complete seller's buyers relationship. The model includes promotion and coordinating company products and information to a global user business by accepting orders and payments for goods and services while providing software delivery and information about products. Online buying provides customers while support and collaboration for new product development decisions.

Trevitt (1995), Tomplain (2002), reveal that in certain economic time electronic purchasing as emerged as a strategy with staying power. E-Procurement is the internal based automated process of purchasing and sourcing. On line application integrates procurement and business processes and procures to streamline purchasing transaction costs and shorter fulfillment time both for materials used directly and indirectly for goods and services. Companies incorporate to conduct business.

Turban, Wetherber (1994), Boone, Kortz, Black (1994), argue that electronic buying in e-procurement is faster enough. There is no wasting time on busy telephone lines and chances of making mistakes. Errors are reduced since there is communication in frequently noisy environment, orders can placed any time, and there is no bias broker to push you. You can find a considerable amount

Tam (2002), Slocum (1995) stress that Public Trading Exchange (PTE) on electronic market places continues struggling administrative procures and attracting of key suppliers. A public trading exchange is a web based net work point of contact that facilitates internal and external communication through interact and extra-net applications respectively. Normally this communication and collaboration that is to among limited place approved group of member companies in a private electronic market to place this highest essentially with easy accessibility and process integrated within enterprises, companies automatic tactical supply and share supply requirement availabilities and securities.

Turban (1994) Lewis, Trevill (1995) contend that buyers and sellers will be around enough to warrant the financial and personal effort to establish the necessary working relationship. Additionally, all eyes on the option and the future to secure a successful purchasing operation. Electronic buying schemes have revealed sound relations between buyers and suppliers end.

O'Brien (1990), Smith (1988) put forward that electronic procurement encompasses the entire online process in developing, security delivering, servicing and payment for products and services. The economic model encourages innovation and entrepreneurship hence generating many business and consumers. Electronic buying procedure present a vertical and complex challenge to business and financial institution to develop efficient flexible and secure payment system for online buying.

Whereas O'Brien, (1990), Chandwich, Rajapal (1995), emphasize that electronic purchasing when complimented by internet and extranet applications guarantee accessibility to inventory data bases especially of large customers, more over a cooperate employed sales representative help to access customers better decisions to regulate inventory levels are engineered that is, the line of merchandise needs/requirements to be added or disconnected or what kind of investment is needed. This is achieved simply because of electronic procurement feasibility and facilities affected through analysis that is done by internet worked/linked through the electronic data interchange (EDI) Computers.

Anderson, Vineze (1993) puts forward that by employing electronic data interchange facilities data exchange represents wide range of business transaction documents with a clearly stated or procedure that has to be followed by individual companies which subscribes to EDI (Electronic Data Interchange) facilities. This type of arrangement is a clear example of automation of electronic procurement. An already formatted data is transmitted over net work links directly between computer without paper document or human intervention because of established protocol by suppliers, manufactures and buyers however, it is worthy stating that direct net work links between the computers the trading parties are not widely used because of fear of confidentiality and security.

Organizations are very dynamic in areas of marketing, distribution and manufacturing system. All efforts geared towards ensuring that products are delivered with high degree of customer satisfaction.

Lenders, Fearson (1997) asserts that consumers/users can compare products features and prices at a mere look at them and make requisitions/place orders and make purchase online with a purchasing and number via the system link to EDI (Electronic Data Interchange) such link up through direct communication with supplier, buyers can obtain price quotes, determined availability of items in suppliers stock transmit a purchase order, obtain a follow up information about any changes in purchases requirement caused by schedule revision obtain service information and sends letters and memorandum instantly. The closer mutual relationship with suppliers is likely to become the norm rather than the exceptional over the next decades importing for reading change in manner in which buyers and suppliers cope to deal.

Fast growing technology has not attracted manufacturing organizational trends or rails but also fashion, testes and preferences for goods and services have had to adapt to these changes which are sweeping through.

Slocum (1995), notes that life cycles of goods are shortening new product development process, critical suppliers function for those who compete in this past high technology market include standardize software for web shopping standards protocol for credit and purchases on web called Secure Electronic Transact (SET) in cases of new merchandise ware for both customers and suppliers digital identification and other technology to make shopping on the web site an easier automation in materials. Working, ware housing and physical distribution processes is all managed electronically. For instance, bar coding and radio frequency technologies have reached new levels of sophistication in morning the movement of mates, or example from freshly picked apples to containerized freight on ship.

2.2 Factors hindering the implementation of e-procurement in organizations

Moving E-procurement, or buy-side E-commerce, into these areas means driving it deeper into business-to-business supply-chain relationships. Because of the complexity of these relationships, E-procurement must do more than support ad hoc purchases from a consolidated catalog. Getting real value from E-procurement in supply-chain scenarios requires a raft of

additional services. Gone are the days of routing paper forms from desk to desk; the wave of the future is electronic procurement or e-procurement. E-procurement can be defined as the use of electronic technologies to streamline and enable the procurement activities of an organisation. This new process can benefit all facets of procurement, including selecting, bidding, payment, and inventory processes.

E-procurement may include such activities like electronic advertising of tenders, electronic submission of tenders, electronic ordering and the so many more. E-procurement may also take many different forms, from already established e-commerce sites, to establishing an online mall where an organisation can purchase items, sell excess goods, and receive bids on outstanding projects. New technology gives organisations a vehicle for completing the complicated task of procurement at a lower per-unit cost.

The traditional system of procurement in Uganda (public procurement) begins with the user department filling a requisition form requesting for a particular item that is needed plus the specifications. This is then sent tot the Procurement and Disposal Unit. There must be tenders advertised in the local media, bids are then evaluated by the evaluation committee to come up with the best evaluated bidder, then results must be put for a certain number of days. All this takes a lot of time.

Where as e-procurement promises to make procurement processes easier, its implementation in developing countries like Uganda seems to be more of a dream than a reality. This is mainly because of the challenges that arise from using the traditional system of procurement. These challenges are detailed below.

First of all, E-procurement is not practical in Uganda because there is no enabling law that can govern its use. It is important to note that even drafting of the current Ugandan procurement framework took some time, so drafting another one governing e-procurement would probably even take a longer time given the complexities that may be involved. Without a law in place, the introduction of e-procurement would even present greater challenges. There must be a legal framework in place that details how the system will run in government entities and how the private entities will relate to them in that environment.

Secondly, e-procurement involves such processes like e-ordering and e-tendering. In such a case, there can arise a problem of e-evidence especially in cases where a procurement official can claim that he /she mailed the bids or an order yet he did not. In such a case there may be no evidence to prove that the official actually mailed the document. In other words, it is not a reliable system given that the procurement processes is largely dependent on deadlines.

Implementation of e-procurement is not practical in Uganda today largely because there is no capacity to operate a full fledged e-procurement system. To smoothly operate it, there is need for all prospective suppliers to be web enabled. This means that they ideally must have websites and must be connected to the internet all the time. This is not possible because one can find that so many prospective suppliers don't even own computers let alone know how to operate one. This means that there is no competence to run such a system in a country like Uganda. A very small percentage of Ugandans can afford an internet connection.

However, to solve such a problem the government must first ensure that there is some capacity building that is done prior to the introduction of an e-procurement system. It can do this by enabling the concerned parties technologically. For example by offering computers at a half price so that prospective suppliers can get them cheaply; and also offering some computer training schemes still at half price. Although this may not work like magic, with time the results would be visible.

Another challenge that would be faced would be that of signat. There is need of signatures on many documents as they move from one level to another especially in public procurement. The introduction of e-procurement would create a big challenge ures in this area, it could bring about forgery if great care is not taken.

Another challenge of implementing e-procurement is connected to cultural aspects. Its introduction would create a real challenge because it would not be easy for the people involved to easily accept it having been used to the old system .Getting used to the new system would probably take some years before it is really accepted by the people.

However if the system is to be changed, one way of solving this cultural problem would be the introduction of change management programs before and after the introduction of the new

system which would help to orient the concerned parties through it. This would enable them to cope when the new system is finally introduced.

The factors discussed earlier may create a difficult transition from the traditional system to the new. How ever what stands to be gained should be considered and on this basis an organisation or government should weigh the options and make the right choice under the given circumstances, whether to remain with the old system or adopt e-procurement.

While most procurement-software vendors are positioning their products as supply-chain-ready, they still have work to do to support complex B-to-B trading relationships. To respond to buyers' demands for managing supplier relationships, those vendors must acquire or build additional technology and capabilities to augment their offerings.

Procurement systems must support sourcing: the ability to locate suppliers, evaluate their offerings, and make comparisons. They also require contract-management capabilities to facilitate contract negotiation, maintain contract terms and pricing details, and ensure that the proper contractual terms are applied to each order which is really hard.

A big part of supporting sourcing operations is the ability to build requests for quotes, share them with suppliers, and manage the bidding process. This requires tools for creating RFQs that include detailed line-item criteria. Finally, sourcing requires interaction with suppliers to get counteroffers whic many procurers have not fully met.

Businesses that place a high priority on sophisticated sourcing requirements should also consider standalone offerings. FreeMarkets Inc., a leader in the field, offers packaged sourcing software and services that leverage its vertical-market expertise. Other leaders include Moai Technologies Inc. and MaterialNet, but the breadth of their products is fairly narrow; they focus on maximizing returns for buyers over a series of sourcing events. To play a longstanding role in managing trading-partner relationships, such systems must be integrated with buyers' procurement systems or back-office applications, such as ERP, asset management, and supply chain.

Anderson, Vinez (1993) notes that you have got on the cutting edges of changes. You cannot simply maintain a status quo because somebody is always coming from another country with another product for customer tastes, changes or the cost structure does when there is technology break through. If you are not fast and adoptable you are vulnerable. This is true for every segment of every business in every country in the world. More to that customer's efficiency and convenience, distribution systems lower costs by selling directly and eliminating middlemen as much as conditions permit which is a big challenge in Uganda.

The cost for estate service support and production can be reduced greatly through the use of internet so it is another very good reason to move business to the internet. Printer manufacture such as canon or Epson uses the internet to distribute print or driver and update. Improve the cost for duplicating floppy disk. The replication cost on internet is almost Zeon although down loading the driver doesn't cost anything, the infrastructure to do this need to be paid for. Through generating new business on the internet, these infrastructure costs become irrelevant to these companies as they generate additional business and after an instant solution to missing printer driver as one new service. This results in more context customer and less over head.

2.3Measures that can be adopted in implementing e-procurement for service delivery

Wilson (1995), Lenders (1997), Lyson (2000), assert that buyers and sellers are connecting their companies with those of their suppliers so they can transmit information to spread up the whole trading system resulting into more productive use of assets and faster response to customers. Communication between suppliers and buyers ensure effective and speed reply and coordination across multiple zone and far flung geographical location. Today doing business as usual is ineffective because process such as just in time (JIT) inventory ordering scheduling payments. Manufacture, distribution and so on, change has become the custom and highly predictable unforeseen situations on basic realities for many timeless to develop new model of a networked corporate for independent organization and entrepreneurs, lean flexibility, adaptive and responsive to both customers' needs and market requirements for key features. Anderson (1993); Adel, Coughlin, stern, (1996) Advancements have changed the way work is organized in business function. Additional recent years have witnessed most work of a funny volume and size managed through a complex hierarchy with narrowly defined time of reporting and decision making. However, to organizations is considerably flatter and less hierarchy as technological

capabilities give way for managers to make quick and well informed response to their markets, sources and organizational operation in general.

Information regarding a specific company on mutual fund agreement. In addition you can review property on the screen saving time for you than the broker sorting or organizing properties according to your criteria design of properties, this shortens the research process as detailed information is produced about a variety of properties. The key role of e-procurement is making buying and selling of goods easy and cheap. More over allowing customers to shop in different department stores and individual using one search engine while ensuring that payment is made once in a highly secure system.

Information sites (sometimes known as infomediary), which provide information about a particular industry for its companies and their employees. These include specialized search sites and trade and industry standards organization sites. E-procurement is also sometimes referred to by other terms, such as supplier exchange. Typically, e-procurement Web sites allow qualified and registered users to look for buyers or sellers of goods and services. Depending on the approach, buyers or sellers may specify prices or invite bids. Transactions can be initiated and completed. Ongoing purchases may qualify customers for volume discounts or special offers. E-procurement software may make it possible to automate some buying and selling. Companies participating expect to be able to control parts inventories more effectively, reduce purchasing agent overhead, and improve manufacturing cycles. E-procurement is expected to be integrated with the trend toward computerized supply chain management.

Another approach to procurement comes from vendors that have an asset-management heritage, such as Peregrine and MRO. These vendors' offerings primarily help maintenance and repair operations establish maintenance schedules, track in-house availability of products and other assets, and determine when more products are needed. Over time, these offerings have incorporated procurement functions.

Turban et al (1990),Martinich (1997), argue that suppliers are supposed to the common sense arguments for doing business through an exchange and stock to join up. Reality has been rather differentiate, many exchanges have come and gone and those that stay are less exuberant in their

Promise, consist internal control is reinforced over data entry transaction. Process reporting is applied consistently through out to ensure the variety of operation and protection of financial services.

Needman Dransfield (1995) perceives online buying as being speedy and efficient. The facility help employees to carry out their function quickly and efficiently by modeling customers patter of carry out their function quickly and efficiently by modeling customers pattern of demands and avail products/items which are of their desired quality at the right time and in right place, provides improved service access to such information / data helps employees to deal with specific problem as and when they arise in conjunction with the customer complaints. Organizations have more information upon which they base, hence enabling organizations to make purchasing efficient and effective. These advances/systems may also keep the organizations updated with current product development hence making organization in general.

According to Hill (1997), suppliers and buying firms are able to communicate to one another in ready time, with no time delay which lastly increased flexibility and responsiveness of the whole supply chain system.

Wilson (1993) Norton, Smith (1995) put it forward that linkage of computers of supplier and buyers/customers ensure first hand information for quick decision making and the flow of information in such a way that it is swift and noise free because of already established protocols among organization. The effect is very big as far as information flow is concerned, Kenich was once quoted by Wilson (1995) saying that "On a political map the boundaries between countries are as clear as ever but on competitive maps, map showing the real flow financial and industrial activities, those boundaries have largely disappeared, all the forces eating them away perhaps the persistent is the flow of information which requires a very deep pocket.

Arjan (2000), asserts that video text systems and e-commerce these technologies enable electronic transaction between retailers, wholesalers and their suppliers. The retailer or wholesaler can see on the screen which products the supplier has in stock, if their special offers among others. Orders are placed electronically, then traced and tracked through advanced computer systems and after delivery, paid electronically.

Ajarn (2000) argues that the purchasing function concentrates on the effects the supply chain has on the resources of the company. Non production buying is fully supported or executed by purchasing function, users order themselves against corporate contracts through advanced computer systems to which the major suppliers have been hooked up. This is especially true for the non production area. Purchasing works hard to make things simple for their internal customers, by using systems contracting, purchasing cards, electronic business and catalogues. Supplier management becomes supply chain management at this stage. Companies invest a lot to really involve supply partners in different business process, instead of just buying goods and services from them efficiently and effectively as possible.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter included: the research design, survey population, sampling design, study variables, data collection, research tools, procedures, data processing and limitations.

3.1 Research Design

The researcher used a descriptive and explanatory research design basing on the qualitative and quantitative data which was got from interviews, questionnaires and observation. The above gave a clear understanding of the data.

3.2 Survey Population

The study was carried out at Uchumi supermarket garden city branch. The company is the case study that was selected on the basis that being an organization that carries out purchasing on a large scale, there is no doubt that it employs E-Procurement. The researcher engaged respondents from the procurement department, user department, information technology department and selected management of the supermarket. This population was estimated at 45 people, this was a basis of sample selection to provide data.

3.3 Sample size

From the estimated population of 45, a sample size was determined to provide information by use of Krejucie, Robert V, Morgan, Daryle W, table of 1970.Therefore from the above table a sample of 40 respondents was chosen to participate in data collection.

Table for determining sample size

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351

35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	**40**	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size

"S" is sample size.

This indicate that 40 respondents was selected to provide data

3.3.1 Sampling Techniques

To attain the total sample population, the researcher used both probability and non probability sampling methods. Under probability the researcher used simple random sampling for the choice of respondents from the IT department, procurement and user departments. Simple random sampling was used because it accorded chance to every potential respondent and avoided bias. Purposive sampling a none probability sampling was used in the selection of management, this was because they are knowledgeable about the problem under study and the fact that selection took into consideration Judgment as to selection of those with more knowledge on organizational operation and that they directly interface with all departments

3.4 Data sources

The researcher gathered information from two sources that is primary and secondary source

3.4.1Primary source

Data was collected from people's opinions, ideas through questioning and interviewing the study respondents. This refers to the first hand data which is collected during the study.

3.4.2 Secondary source

Secondary data was collected from official records /documents at the macro and transactional levels. Among others, the records/documents included, budget, stores records and journal, meeting correspondences at Uchumi supermarket.

3.5 Data Collection

The researcher collected data from primary sources. Primary data was collected from selected respondents. The necessary information was got from questionnaires. The questionnaires asked questions concerning E-Procurement and service delivery.

3.5.1 Questionnaire

Questionnaires were designed and given out to respondents for the purpose of having all questions answered. Questionnaires were relatively cheap to formulate, distribute and save time.

3.5.2 Interviewing

In interviewing tools the study involved face to face contact. It provided the advantage of first hand information as a result of the interaction between the researcher and the interviewer. It also helped the interviewer to evaluate the knowledge and attitude towards the topic.

3.5.5 Validity and Reliability of Research Instruments

The data collected confirmed to test a validity and reliability. The data was valid because of the use of questionnaires, observation and interview methods in the study designed to capture all the information that fulfilled the study objectives were questionnaire were applied the researcher used the interviewing techniques and observations.

Validity(keeves 1988),is the ability to produce findings that are in agreement with theoretical values, to produce accurate results and to measure what is supposed to be measured. A research instrument is said to be called if it actually measures what it is supposed to measure. Rulers, thermometers, measures of weight and other instruments used to measure the physical world have demonstrable validity.

Reliability - is dependability or trustworthiness and in the context of a measuring instrument, it is the degree to which the instrument consistently measures whatever it is measuring. An instrument is reliable if it produces the same results whenever it is repeatedly used to measure concept from the same respondents even by other researchers.

3.5.6 Data Processing, Presentation, Analysis and Interpretation

Having gathered the data from the primary and secondary sources, the data was assembled together, edited, organized by the use of tabulations and statements. Thereby creating a plat form for summarization of the data. Appropriate analytical methods were then applied so as to manipulate the data so that their inter-relationship and quantitative meaning derived. Simple tabulation was some of the statistical tools that are to be used to summarize the data. The researcher also used inductive reasoning to get a clear understanding about the general instructions of the topic.

3.5.7 Limitations of the Study

Respondents could not give confidential information, which was sufficient to the researcher. However, the researcher convinced staff members that research is intended to help them improve their work.

Too much pressure as a result of limited time for the researcher. However, the researcher devoted most of the time on the research.

Financial constraint since research required money for printing and transporting questionnaires to be filled. However, the researcher minimized the costs as lowest as possible.

In the course of the study, the researcher may encounter the following challenges

Fear of disclosure of information due to personal fear for accountability and definite loss of jobs, some respondents feared to divulge some information they considered confidential. This hampered data collection as necessary information could not be easily attained by the researcher.

Instrumentation: the data collection instrument was not standardized and this problem was solved through testing it for validity and reliability

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction

Data presentation, interpretation and analysis has been done under the guidance of the research objectives set in chapter one. The interpretation also seeks to answer the research questions that were raised. Presentation and interpretation of data has been done with the aid of quantitative and qualitative methods involving the use of tables, graphs, percentages.

4.1 Profile of Respondents

4.1 Gender Categorization of Respondents

Table 1: Showing respondents categorization

Respondents	Frequency	Percentage
Male	**23**	**57.5**
Female	**17**	**42.5**
Total	**40**	**100**

Source: Primary data

Results from Table (1) show that the majority of respondents are male that is 23 respondents representing 57.5% of the total respondents and 17 respondents are female representing 42.5% of the respondents. This implies that both genders were involved in data collection.

4.1.2 Age Categories of Respondents

Table 2: Showing age categorization of respondents

Age category	Frequency	Percentage
18 -25	07	17.5
26 - 35	16	40
36 –45	12	30
45+	05	12.5
Total	**40**	**100**

Source: Primary Data

Results in table 2 present findings on the age of respondents, 26 -35 was the majority age group with 40% of respondents followed by 36 –45 with 30%, next were 18-25 with 17.5% and finally 45 above with 12.5% of the total respondents, From the above analysis, it can be construed that the majority of the respondents are mature people and therefore they have an active memory. It is possible that the mature nature of respondents present a mature tendering for service delivery in Sironko district.

4.1.3 Period respondents have taken working in Uchumi kabalagala

Table 3: Period respondents have taken working in Uchumi kabalagala

Period Worked	Frequency	Percentage
Less than one year	14	35
Between 1-3 years	14	35
Between 3-5 years	5	12.5
Over 5 years	7	17.5
Total	**40**	**100**

Source: Primary Data

Results in Table (3) indicates that the majority of the respondents were found to have worked in the company for the period of less than one year and between 1-3 years each with 35%, followed by those who have worked over 5 years and lastly 5% between 3-5 years .

4.1.4 Academic qualification of respondents

Table 4: Academic qualifications of the respondents

Academic qualifications	Frequency	Percentage
Certificate	8	20
Diploma	6	15
Degree	13	32.5
Masters	9	22.5
Others	4	10
Total	**40**	**100**

Source: Primary data

Results in Table (3) present that the majority of the respondents were degree holders representing 32.5% masters and certificate were next with 22.5% and 20% respectively, followed by diploma with 15% and finally others with 4(10%). This implies that the respondents are well educated and therefore the information obtained from them can be relied upon for decision making.

4.2. 1Benefits of E-Procurement in delivering services to customers at uchumi supermarket.

Organization and procurement stage differ in degree of uniformity, complexity, number of people involved and movement of efforts required to make a good decision. There are basic activities that must be taken to complete a purchase. Buyers have always had to follow some basic steps. Advancements have provided an alternative to an endless time taking purchase stages because formerly processing a purchase order regardless of the value, size and importance of the item in question required on to strictly follow suits.

Table 5. E-Procurement has eased the buying process of the organization

Responses	Frequencies	Percentages (%)
Strongly agree	12	30
Agree	08	20
Not sure	04	10
Disagree	06	15
Strongly disagree	10	25
Total	40	100

Source: Primary Data

From the above table 30% strongly agree that e-procurement has eased the buying process of the organization, 20% agree, 10% were not sure, 15%disagree and 25% strongly disagree. This implies that e-procurement has eased the buying process of the organization.

Table 6. The Application of E-Procurement has improved on the Organizational Purchase Function through Cost Reduction

Responses	Frequencies	Percentages (%)
Strongly agree	7	17.5
Agree	09	22.5
Not sure	20	50
Disagree	4	10
Strongly disagree	0	0
Total	40	100

Source: Primary Data

The findings revealed that 17.5% of the respondents strongly agreed that the application of E-Procurement has improved on the organizational purchase function through cost reduction. 22.5% agree, 50% which are the majority were not sure which implies that respondents are not sure whether the e-procurement has improved on the organizational purchase function through cost reduction.

Table 7. The Most Critical/Major Objective of E-Procurement Is to Shorten the Response Time to Customers Demand and Reduce Inventory Investment

Responses	Frequencies	Percentages (%)
Strongly agree	20	50
Agree	08	20
Not sure	03	7.5
Disagree	02	5
Strongly disagree	07	17.5
Total	40	100

Source: Primary Data

50% of the respondents strongly agree that the most critical/major objective of e-procurement is to shorten the response time to customers demand and reduce inventory investment, 20% agree, 7.5% were not sure and 5% don't agree which implies that the most critical objective is to shorten the response time to customers demand and reduce inventory investment and 17.5% Strongly disagree.

Table 8 Consumers/ Users can Compare Products Features and Prices that a Mare Look at them and Make Requisitions' Online

Responses	Frequencies	Percentages (%)
Strongly agree	25	75
Agree	15	25
Not sure	0	0

Disagree	0	0
Strongly disagree	0	0
Total	40	100

Source: Primary Data

All the respondents agree that consumers/users can compare products features and prices by a mare look at them and make requisitions online. Of which 75% strongly agree and the rest agree.

Table 8; Online Buying Provides Customers with Support and Collaboration for New Product Development Decisions

Responses	Frequencies	Percentages (%)
Strongly agree	4	10
Agree	6	15
Not sure	3	7.5
Disagree	12	30
Strongly disagree	9	22.5
Total	40	100

In the above table, 18% of all the respondents agree that online buying provides customers with support and collaboration for new product development decisions, 30% don't agree who were the majority and the rest were not sure implying that the statement is true to a small extent.

Table 10; Fast growing technology has not attracted manufacturing Organizational trends or rails but also fashion, testes and preferences for goods and services have had to adapt to these changes which are sweeping through

Responses	Frequencies	Percentages (%)
Strongly agree	6	15
Agree	07	17.5
Not sure	23	57.5
Disagree	4	10
Strongly disagree	0	0
Total	40	100

Source: Primary Data

The finding exhibited a high proportion 57.5% of respondents are not sure with the statement and 17.5% agree which is a smaller portion. This implies that respondents are not sure that fast growing technology has not attracted manufacturing organizational trends or rails but also fashion, testes and preferences for goods and services have had to adapt to these changes which are sweeping through.

4.2.2 Factors hindering the implementation of e procurement at uchumi supermarket

The second objective of the study was set to establish Factors hindering the implementation of e procurement at uchumi supermarket: Data collected is presented, interpreted and analysised below:

Table 11 E-procurement is not practical in Uganda because there is no enabling law that can govern its use

Responses	Frequencies	Percentages (%)
Strongly agree	18	45
Agree	15	37.5
Not sure	0	0
Disagree	2	5
Strongly disagree	5	12.5
Total	40	100

Source: Primary Data

The table above shows that 45% of the respondents strongly agree that E-procurement is not practical in Uganda because there is no enabling law that can govern its use. 37.5% agree, none is not sure, 5% disagree and 12.5% strongly disagree implying that the statement is true.

Table 12 There is need of signatures on many documents as they move from one level to another especially in public procurement.

Responses	Frequencies	Percentages (%)
Strongly agree	15	50
Agree	10	25
Not sure	3	3
Disagree	7	12
Strongly disagree	5	10
Total	40	100

Source: primary data

According to the findings, 50% of the respondents strongly agree that there is need of signatures on many documents as they move from one level to another especially in public procurement. 25% agree, 3% are not sure, 12% disagree and 10% strongly disagree implying that there is need of signatures on many documents as they move from one level to another especially in public procurement.

Table 13 where as e-procurement promises to make procurement processes easier, its implementation in developing countries like Uganda seems to be more of a dream than a reality

Responses	Frequencies	Percentages (%)
Strongly agree	22	55
Agree	16	40
Not sure	2	5
Disagree	0	0

Strongly disagree	0	0
Total	40	100

Source: Primary Data

In the table above, 55% of the respondents strongly agree that where as e-procurement promises to make procurement processes easier; its implementation in developing countries like Uganda seems to be more of a dream than a reality. 40% agree, 5% are not sure and none disagree meaning that where as e-procurement promises to make procurement processes easier, its implementation in developing countries like Uganda seems to be more of a dream than a reality.

Table 14 A very small percentages of Ugandans can afford an internet connection

Responses	Frequencies	Percentages (%)
Strongly agree	25	75
Agree	15	25
Not sure	0	0
Disagree	0	0
Strongly disagree	0	0
Total	40	100

The above table shows that 75% of the respondents strongly agree that a very small percentage of Ugandans can afford an internet connection. 25% agree to the statement implying that it's true since everyone responded positively.

Table 15 There must be tenders advertised in the local media, bids are then evaluated by the evaluation committee to come up with the best evaluated bidder, and then results must be put for a certain number of days. All this takes a lot of time

Responses	Frequencies	Percentages (%)
Strongly agree	4	10
Agree	6	15
Not sure	3	7.5
Disagree	17	42.5
Strongly disagree	10	25
Total	40	100

Source: Primary Data

According to the above table, 10% of the respondents strongly agree that there must be tenders advertised in the local media, bids are then evaluated by the evaluation committee to come up with the best evaluated bidder, then results must be put for a certain number of days. All this takes a lot of time. 15% agree, 7.5% are not sure, 42.5% disagree and 25% strongly disagree.

Table 16 The introduction of e-procurement would create a real challenge because it would not be easy for the people involved to easily accept it having been used to the old system

Responses	Frequencies	Percentages (%)
Strongly agree	13	32.5
Agree	10	25
Not sure	2	5
Disagree	7	17.5

Strongly disagree	08	20
Total	40	100

Source: Primary Data

From the findings in the above table, 32.5% strongly agree that the introduction of e-procurement would create a real challenge because it would not be easy for the people involved to easily adopt to new inventions but 25% and 20% agree and strongly disagree respectively yet 5% are not sure.

4.2.3 Measures that can be adopted in implementing for service delivery at Uchumi supermarket

Table 17. You can review property on the screen saving time for you than the broker sorting or organizing properties according to your criteria.

Responses	Frequencies	Percentages (%)
Strongly agree	18	45
Agree	10	25
Not sure	02	5
Disagree	06	15
Strongly disagree	04	10
Total	40	100

Source: Primary Data

45% of the respondents agree with the statement, 5% were not sure and 15% do not agree implying that it's true that you can review property on the screen saving time for you than the broker sorting or organizing properties according to your criteria.

Table 18. Suppliers and buying firms are able to communicate to one another in ready time, with no time delay which lastly increased flexibility and responsiveness of the whole supply chain system.

Responses	Frequencies	Percentages (%)
Strongly agree	18	45
Agree	17	42.5
Not sure	2	5
Disagree	3	7.5
Strongly disagree	0	0
Total	40	100

Source: Primary Data

45% which is the majority of the respondents strongly agree that suppliers and buying firms are able to communicate to one another in ready time, with no time delay which lastly increased flexibility and responsiveness of the whole supply chain system 5% were not sure and 7.5% do not agree which implies that the statement is true.

Table 19; Video text systems and e-commerce these technologies enable electronic transaction between retailers, wholesalers and their suppliers.

Responses	Frequencies	Percentages (%)

Strongly agree	26	65
Agree	9	22.5
Not sure	4	10
Disagree	1	2.5
Strongly disagree	0	0
Total	40	100

Source: Primary Data

From the above table findings show that 65% strongly agree, 22.5% agree, 10% were not sure and 2.5% disagree hence it's true that video text systems and e-commerce these technologies enable electronic transaction between retailers, wholesalers and their suppliers.

Table 20 .Good communication between suppliers and buyers ensures effective and speed reply across multiple zones.

Responses	Frequencies	Percentages (%)
Strongly agree	14	35
Agree	6	15
Not sure	2	5
Disagree	15	37.5
Strongly disagree	07	17.5
Total	40	100

Source: primary data

15% agree that good communication between suppliers and buyers ensures effective and speed reply across multiple zones. 5% were not sure and 37.5% disagree which implies that majority of the respondents don't agree with the statement according to the findings.

Table 21 Procurement web sites allow qualified and registered users to look for buyers or sellers of goods and services.

Responses	Frequencies	Percentages (%)
Strongly agree	10	25
Agree	12	30
Not sure	1	2.5
Disagree	07	17.5
Strongly disagree	10	25
Total	40	100

Source: Primary Data

Following the findings, 25% strongly agree, 30% agree, 2% were not sure, 17.5% disagree and 25% strongly disagree implying that Procurement web sites allow qualified and registered users to look for buyers or sellers of goods and services to a small extent.

Table 22: Organizations should have more information upon which they base, hence enabling organizations to make purchasing efficient and effective.

Responses	Frequencies	Percentages (%)
Strongly agree	12	30
Agree	10	25
Not sure	6	15
Disagree	8	20

Strongly disagree	4	10
Total	40	100

Source: Primary Data

From the table above, 30% of the total respondents who were the majority strongly agreed, 25% agreed, 15% were not sure, 20% disagreed and 10% strongly disagreed.

This implied that organizations should have more information upon which they base; hence enabling organizations to make purchasing efficient and effective evidenced the rate to which the respondents strongly agreed.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction.

This involves; a summary of findings, conclusions and recommendations in order to establish the role of e-procurement on purchasing in supply chain management and to make possible suggestions.

5.2 Summary of findings.

The researcher investigated on e-procurement and service delivery in organisations using a case study of Uchumi Supermarket, Kabalagala Branch. The researcher set objectives which were used as the base for data presentation, interpretation and analysis. The researcher's objectives were intended to; establish the benefits of e-procurement in delivering services to customers at Uchumi Supermarket, determine the factors hindering the implementation of e-procurement at Uchumi Supermarket and explore measures that can be adopted in implementing e-procurement for service delivery at Uchumi Supermarket.

The researcher found out that organization and procurement stage differ in degree of uniformity, complexity, number of people involved and movement of efforts required to make a good decision. There are basic activities that must be taken to complete a purchase. Buyers have always had to follow some basic steps. The researcher also found out that e-procurement has eased the buying process of the organization and 30% strongly agree that e-procurement has eased the buying process of the organization, 20% agree, 10% were not sure, 15%disagree and 25% strongly disagree. The researcher also found that the Application of E-Procurement had improved on the Organizational Purchase Function through Cost Reduction where majority of the total respondents totaling to17.5% of the respondents strongly agreed and 22.5% agreed.

The Most Critical/Major Objective of E-Procurement Is to Shorten the Response Time to Customers Demand and Reduce Inventory Investment had 50% of the respondents who strongly agreed 20% agreed, and only 5% disagreed. Online Buying as one of the ways of providing Customers with Support and Collaboration for New Product Development Decisions had 18% of

all the respondents who agreed and 30% who disagreed. The findings also exhibited a high proportion 57.5% of respondents are not sure that fast growing technology had not attracted manufacturing organizational trends or rails but also fashion, testes and preferences for goods and services have had to adapt to these changes which are sweeping through and 17.5% agree which is a smaller portion.

In line with the researchers objectice which was intended to determine the factors hindering the implementation of e-procurement at Uchumi supermarket, 45% of the respondents strongly agreed that E-procurement is not practical in Uganda because there was no enabling could govern its use. 37.5% agreed, none was not sure, 5% disagreed and 12.5% strongly disagreed. About the need of signatures on many documents as they move from one level to another especially in public procurement had 50% of the respondents strongly agreed, 25% agreed, 3% were not sure, 12% disagreed and 10% strongly disagreed. It was also found that where as e-procurement promises to make procurement processes easier; its implementation in developing countries like Uganda seemed to be more of a dream than a reality evidenced by 55% of the respondents who strongly agreed. 75% of the respondents strongly agree that a very small percentage of Ugandans can afford an internet connection, 10% of the respondents strongly agreed that there must be tenders advertised in the local media, bids are then evaluated by the evaluation committee to come up with the best evaluated bidder, then results must be put for a certain number of days, 32.5% strongly agreed that the introduction of e-procurement would create a real challenge because it would not be easy for the people involved to easily adopt to new inventions.

In line with the researchers objective which was intended to explore measures that can be adopted in implementing e-procurement for service delivery at Uchumi supermarket, 45% of the respondents agree with the statement, 5% were not sure and 15% do not agree implying that it's true that you can review property on the screen saving time for you than the broker sorting or organizing properties according to your criteria, 45% which is the majority of the respondents strongly agree that suppliers and buying firms are able to communicate to one another in ready time, with no time delay which lastly increased flexibility and responsiveness of the whole supply chain system 5% were not sure and 65% strongly agree, 22.5% agree, 10% were not sure and 2.5% disagree hence it's true that video text systems and e-commerce these technologies

enable electronic transaction between retailers, wholesalers and their suppliers 15% agreed that good communication between suppliers and buyers ensures effective and speed reply across multiple zones. 5% were not sure and 37.5% disagree which implies that majority of the respondents don't agree with the statement according to the findings. It was finally found out that organizations should have more information upon which they base, hence enabling organizations to make purchasing efficient and effective and in regard to this, 30% of the total respondents who were the majority strongly agreed, 25% agreed, 15% were not sure, 20% disagreed and 10% strongly disagreed.

5.3 Conclusion

The researcher found out that there was a relationship between e-procurement and service delivery in organisations. This was evidenced by the majority of the respondents who strongly agreed to the benefits of e-procurement in delivering services to customers. The researcher found out the challenges encountered could be solved and this was evidenced by the respondents who strongly agreed to the strategies. E-procurement known as online buying is speedy and efficient compared the traditional procurement means that are being used in Uganda therefore, the implementation help employees to carry out their function quickly and efficiently by modeling customers pattern of carry out their function quickly and efficiently by modeling customers pattern of demands and avail products/items which are of their desired quality at the right time and in right place, provides improved service access to such information / data helps employees to deal with specific problem as and when they arise in conjunction with the customer complaints. Organizations should have had more information upon which they base, hence enabling organizations to make purchasing efficient and effective. These advances/systems may also keep the organizations updated with current product development hence making organization in general. Since the researcher realized that the benefits were eminent, there should be no doubt that e-procurement leads to organizations success. The given recommenmdations should be put into consideration by Uchumis supermarket and other organizations that intend to use e-procurement.

5.4 Recommendations

E-Procurement initiatives only deliver the planned benefits if the users and buyers make changes to the way they work, which requires championing the project and senior management sponsorship. E-Procurement should include identifying drivers, understanding the starting point, benefits, approaches, affordability, risks, and benefit realization. To ensure achievement of the e-procurement objectives, the implementation project should proceed, as far as possible, in alignment with the business management.

Uchumi Supermarket should carefully analyze its own business processes and procurement transactions, and use suitable criteria (e.g., costs, risks, lead time, and percentage of transactions beyond a certain threshold. This helps in eliminating the challenge associated with limited finances.

Training should be given a high priority, alongside the need for public sector agencies to identify the skills required by all those engaged in procurement. As e-Procurement includes new technologies and changes in traditional procurement approaches, the need to train staff in procurement practices and the use of e-Procurement tools should be emphasized to effect success of an e-Procurement initiative.

Electronic procurement systems should be made part and partial of the decision making as a way of availing reliable information in the organizations. Managers should seek to adopt the most appropriate technology that will aid the whole organization to achieve its objectives.

Organization should ensure that the embracement of E-procurement assists in establishing better working relationships. E-procurent should be geared at strengthening relationships between employees, employers and suppliers.

The benefits that accrue from application of E-procurement should be adequately analyzed. That is the organization's management should be in position to continuously weigh the benefits that accrue from application of E-procurement.

Management should ensure strict adherence to the company's policies and guideline regarding the application electronic procurement. That is the employees should execute their duties following the pre requisites in place.

All employees in one way or another should be involved in the purchasing process especially as far as electronic procurement is concerned. E-procurement should be out to bring all the employees on board as far as performing tasks in supply chain is concerned.

5.4 Areas for further research

The study covered the role of e-procurement and service delivery in organisations. However, some areas were not covered and hence being recommended for further research and these include:

- Electronic data interchange and service delivery.
- The effect of E-Procurement on employee performance in the organization.
- The effect of electronic procurement on SMEs (Small medium enterprises) in supply chain management.

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RESEARCH INSTRUMENTS.

APPENDIX 1: Questionnaires

Dear respondent,

You are kindly requested to spare some time and fill in the questionnaire below. This is purely an academic research and any responses given will be treated with utmost confidentiality. So feel free to give the most appropriate answer by ticking in the box or filling in the space provided.

Thank you very much for your cooperation.

SECTION A

Personal Information / Background Information

1. Gender

a) Male ☐ b) Female ☐

2. Age

a) Between 18-25 years ☐ b) between 25-35 years ☐

c) Between 35- 45above ☐ d) 45 and above ☐

3. How long have you worked with Uchumi supermarket?

a) Less than one year ☐ b) between 1-3 years ☐

c) Between 3-5 years ☐ d) over 5 years ☐

4. Educational level

a) Certificate level ☐ d) Masters ☐

b) Diploma ☐ c) Others ☐

c) Degree ☐

Section B: Benefits of e-procurement in delivering services to customers at Uchumi supermarket

5. E-Procurement has eased the buying process of the organizational.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

6. The application of E-Procurement has improved on the organizational purchase function through cost reduction.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

7. The most critical/major objective of E-Procurement is to shorten the response time to customers demand and reduce inventory investment.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

8.Consumers/ users can compare products features and prices that a mare look at them and make requisations online.

Strongly agree	Agree	Not sure	Disagree	Strongly

				disagree

9. Online buying provides customers with support and collaboration for new product development decisions.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

10. Fast growing technology has not attracted manufacturing organizational trends or rails but also fashion, testes and preferences for goods and services have had to adapt to these changes which are sweeping through.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Section C: Factors hindering the implementation of e-procurement at Uchumi supermarket

11. E-procurement is not practical in Uganda because there is no enabling law that can govern its use.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

12. There is need of signatures on many documents as they move from one level to another especially in public procurement.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

13. Where as e-procurement promises to make procurement processes easier, its implementation in developing countries like Uganda seems to be more of a dream than a reality.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

14. A very small percentage of Ugandans can afford an internet connection.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

15.There must be tenders advertised in the local media, bids are then evaluated by the evaluation committee to come up with the best evaluated bidder, then results must be put for a certain number of days. All this takes a lot of time.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

16. The introduction of e-procurement would create a real challenge because it would not be easy for the people involved to easily accept it having been used to the old system.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Section D: Measures that can be adopted in implementing e-procurement for service delivery at Uchumi supermarket.

17. You can review property on the screen saving time for you than the broker sorting or organizing properties according to your criteria

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

18. Suppliers and buying firms are able to communicate to one another in ready time, with no time delay which lastly increased flexibility and responsiveness of the whole supply chain system.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

19. Incorporating video text systems and e-commerce technologies to enable electronic transaction between retailers, wholesalers and their suppliers.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

20. Good communication between suppliers and buyers ensures effective and speed reply across mulpiple zones.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

20. Organizations should have more information upon which they base, hence enabling organizations to make purchasing efficient and effective.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

APPENDIX II: Interview Guide

1. Are there benefits Uchumi supermarket is realizing from e-procurement?
2. What are the benefits of e-procurement in delivering services to customers at Uchumi supermarket?
3. Has the rate of customers increased as a result of e-procurement?
4. Are there factors hindering the implementation of e-procurement at Uchumi supermarket?
5. What are the factors hindering the implementation of e-procurement at Uchumi supermarket?
6. What measures can be adopted in implementing e-procurement for service delivery at Uchumi supermarket?

APPENDIX III: Ghant Chart showing the Time Frame

Item	Time (Months)				
	April 2014	**Early May 2014**	**Late may 2014**	**Early June 2014**	**Mid June 2014**
Proposal writing					
Proposal approval					
Data collection					
Data analysis					
Report review and editing					
Submission of final report					

APPENDIX IV: Actual Budget

Item	Cost per unit	Quantity	Total
Stationary	1 ream		20,000
Research instruments	50		20,000
Transport	4 trips		100,000
Research assistants	2		100,000
Printing	500 Pages	100	50,000
Dissertation	4		50,000
Total			**340,000**