

**SUPPLIER RELATIONSHIP AND BUSINESS PROFITABILITY
A CASE STUDY OF SAMONA PRODUCTS LIMITED
KAMPALA, UGANDA.**

BY

AGABA EDINAH

BSP/39314/123/DU

**THE RESEARCH REPORT SUBMITTED TO THE COLLEGE OF APPLIED ECONOMICS
AND MANAGEMENT SCIENCE AS PARTIAL FULFILLMENT OF THE REQUIREMENT
FOR THE AWARD OF THE BACHELOR' S DEGREE IN SUPPLIES
AND PROCUREMENT MANAGEMENT AT
KAMPALA INTERNATIONAL
UNIVERSITY**

MAY, 2015.

DECLARATION

I **AGABA EDINAH**, do declare that this is my own original work and has never been presented to any institution for any award in bachelor of supplies and procurement management

AGABA EDINAH

BSP/39314/123/DU

SIGNATURE: 

APPROVAL

The student named above has been under my supervision at Kampala International University

Mr. MUGUME TOM

Signature



Date :

12/05/2015

DEDICATION

First and far most I would like to dedicate this report to Almighty God for the Gift of life he has given to me. Thank you for your protection, intervention, wisdom, courage and guidance towards my life.

I dedicate this research proposal to my parents. To my beloved Dad Mr. Kaboyo Nathan and my mum Hope K for the tireless work they have done towards my education

To my friends who were on my side Edith, bright, safurah, Brenda, and so many others

To my sisters Miria, Molin, Julian, Pamela, Eva, Olive, and Ana.

To my brothers Anton, Owen and Norman

And last to my supervisor Mr. Mugume Tom for technical, academic and moral support towards this report writing.

ACKNOWLEDGEMENT

To Almighty God for the Gift of life he has given to me. Thank you for your protection, intervention, wisdom, courage and guidance towards my life. The staff of Kampala international university, academic staff, lectures most especially Mr. Mugume Tom for technical, academic and moral support towards this report writing. My beloved parents, my father Kaboyo Alfred Nathan, and to my Mother Hope Kaboyo for your tireless support done towards my achievements of this bachelor's degree of supplies and procurement management. My sisters Miria, Molin, Julian, Pamela, Eva, Olive, and Ana. My brothers Anton, Owen and Norman for the both financial, moral support towards my life thanks very much for your time and resources you have provided to me. My friends Edith, bright, safurah, Brenda, and so many others, thanks you thank for efforts during class time, discussions and thank you for simplifying things for me. My in laws, Mr. Abel, Mr. Henry and Mr. Prosper, my nephews Isaac, Brighton and Lucky. My Niece, Orishaba, Desire, Divine, blessing for the wonderful prayers, they have always rendered to me. My research assistant Joseph for your tireless support in organizing typesetting, analysis, data collection and editing.

List of tables

Table 1: Department of respondents.....	21
Table 2: sex of respondents.....	22
Table 3: Age of respondents.....	22
Table 4: Number of years in Samona Products Limited.....	23
Table 5: Responses on the services offered by Samona Products Limited.....	24
Table 6: Responses on whether Samona Products Limited Provide all the necessary materials/ services required for the work.....	25
Table 7: Responses on the Factors where more emphasis is put when identifying suitable supplier.....	26
Table 8: Responses on getting the best quality products at the lowest price as the sourcing strategy.....	26
Table 9: Responses on Particular relationships with your suppliers.....	27
Table 10: Relationships engaged in.....	28
Table 11: Responses on the Period spent conducting business with suppliers.....	29
Table 12: Responses on whether some of your suppliers are located on Samona Products Limited premises.....	30
Table 13: Responses on whether Samona Products Limited Sign contracts with your suppliers.....	30
Table 14: Responses on Contracts made with suppliers.....	31
Table 15: Responses on the Suppliers commitment to the contractual arrangements.....	32
Table 16: Responses on Samona Products Limited' commitment to the contractual arrangements.....	32
Table 17: Responses on whether there is a lot of work in progress.....	33
Table 18: Responses on whether a lot of damages are made at the Samona Products Limited.....	34
Table 19: Responses on whether more work is ever made than what is ordered for.....	34
Table 20: Responses on whether customers do complain about the packaging of printed work from the Samona Products Limited.....	35
Table 21: Staff reluctant when it comes to collecting Supplies from the suppliers.....	35

Table 22: Responses on whether sometimes suppliers are paid more money than what they are supposed to get.....36

Table 23: Responses on whether materials used at the Samona Products Limited are normally bought expensively.....36

Table 24: Responses on whether Group of companies management ever disagrees on who should be the supplier.....37

Table 25: Responses on whether Work in progress at the Samona Products Limited is as a result of our suppliers.....37

Table 26: Responses on whether Responses on the most of the materials got from suppliers are damaged.....38

Table 27: Responses on whether Suppliers ever send more materials than what is ordered from them.....39

Table 28: Responses on whether most packaging materials got from suppliers are of poor quality.....40

Table 29: Responses on whether Suppliers take a lot of time in delivering what is ordered for by the Samona Products Limited.....41

Table 30: Responses on whether suppliers deliver expensive Materials used at the Samona Products Limited.....41

Table 31: Responses on whether most of the supplies do not fit the required specifications.....42

List of acronyms

CPFF-commercial paper funding facility

FFP -Full function points

PBL Performance Based logistics

SMS- Strategic material sourcing

SR- supplier relationship

SRM- supplier relationship management

U.s- united states

UIA- Uganda investment Authority

UNBS – Uganda national Bureau of Statistics

URA- Uganda revenue authority

WIP-work in progress

Abstract

This study established the relationship between supplier relationship and business profitability of Samona products in Kampala Uganda. The study was guided by four objectives (i) profile of the respondents in terms of, relationship, age, gender, education level, position in the organization, number of years worked, and the marital status; (ii) establish the different supplier relationship types (iii) the level of business (iv) the relationship between Customer Relationship Management and business profitability in Samona products Limited. A survey design was used specifically qualitative and quantitative. Data was collected from 40 respondents using self administered questionnaires as the key data collection instruments. The finding revealed that customer relations management was very high, high profitability, increased sales, high supplier relationship, high level of outsourcing on technical services and products, the company does not provide for itself all the necessary materials, services required for the work. From the above findings appropriate conclusions, recommendations and areas for further research were made. conclusions were made regarding various research objectives (i) profile of the respondents , majority of the respondents were of age group 30-29(50%) , 50% were married, gender (59%) male and female (41), 50% worked in marketing department ,37.5 % had university degree, 75% had working experience of 5-8 years. (ii) supplier relationship management practices used were , No (95%) were not provided by the company, No(88%) doesn't provide necessary products and service, , price of product/service(60) on emphasis put in identifying suitable suppliers, Recommendations were (i) Provision of necessary materials, (ii)using different suppliers, (iii)committing themselves to contractual arrangement, (iv)stock management, (v)putting up stock control measures, automate information flow, further research on the role of stakeholders in contract completion, further research on the role of accounting officer in supplier selection in organization quality performance. Areas for Further research were suggested as the impact of total quality management on organizational performance.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

In this chapter, the researcher presented the background of the study, that include the historical perspectives, theoretical perspectives, conceptual perspectives and contextual perspective, the problem statement, purpose of the study, research objectives, research questions, research hypothesis, scope, and significance of the study.

1.1 Background of the Study

A global economy is emerging and resources are becoming concentrated on core business activities rather than diversification, which is why there is a move toward supplier relationship. Due to the liberal use of suppliers, buying companies have to rely on their suppliers to deliver defect free product in a timely and cost effective manner. Buyers must ensure that their supplier capabilities match their expectations in order to compete in the competitive market (Krause. et al.1997). Supplier relationship is also defined as "a long-term cooperative effort between a buying firm and its suppliers to upgrade the suppliers' technical, quality, delivery and financial capabilities and to foster ongoing improvements" (Watts and Hahn, 1993). This definition emphasizes the need for a long-term commitment to a supplier relationship development strategy. Supplier development is also defined as "any activity a buyer undertakes to improve a supplier's performance and or capabilities to meet the buyer's short-term or long-term supply needs" (Hand field et al., 2000).

During the last decade, the Manufacturing sector has changed rapidly (Jan and Robbert, 2011). Due to increased competition, the growing influence of customers and a necessity to deliver herbal costmetics goods and services in a more efficient and effective way, many Manufacturing organizations have started projects in the area of costmetics logistics, manufacturing pathways, data interchange and vertical integration (Aptel and Pourjalali, 2001). Moreover, the redesign of Manufacturing services and the implementation of integrated care programmes are frequently addressed as being critical strategies to decrease resource utilization and improve Manufacturing quality. Clearly, not only in practice but also from a theoretical point of view the area of manufacturing service operations has changed significantly. During the last ten years an impressive number of studies originated in different disciplines like economics, organizational behavior and logistics have drastically enlarged our knowledge regarding the Manufacturing sector (Beier, 1995; Jarett, 1998; Jennett et al.,

1999; Bazzoli et al., 2004; Zinhan and Balazs, 2004). From a Supplier relationship perspective however, the body of knowledge regarding the Manufacturing sector still seems to be rather fragmented. Although many Manufacturing organizations have recognized the importance of adopting Supplier relationship practices, the application of techniques, methods and best practices originally developed in an industrial setting clearly is often problematic (Jan and Robbert 2011). Without doubt, the complexity of the technologies being used, the existence of multiple stakeholders, a dynamic internal and external environment and distinctive characteristics of manufacturing service operations often impede a straight forward application of industrial oriented Supplier relationship practices. The many problematic projects aiming at implementing integrated planning systems regarding patient flows and establishing partnership relationships between different Manufacturing services organizations are a clear indication of the difficulties manufacturing organizations are facing when adopting a Supplier relationship philosophy.

In Uganda, Samona is a market leader in herbal cosmetics skin care and personal care products and toiletries allocated along Busega- Masaka Road Busega I P.O Box 70447 Kampala Uganda.

The researcher chose Samona product Limited because of high competitive advantage compared to other players in the market. This research will define supplier relationship as "A long-term cooperative strategy, initiated by a buying, organization, to enhance a supplier's performance and or capabilities, to meet the buying organization's supply needs." Samona products Limited, a cosmetics manufacturing company will be our case in point.

Supplier relationship management practices have equally had an impact on Samona Products. 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 Samona Products 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 (Clark and Scarf, 1960)

Recently, however, there has been increasing attention placed on the performance, design, and analysis of the supply chain as a whole (Scarf, 1962). From a practical standpoint, the supply chain concept arose from a number of changes in the manufacturing environment, including the rising costs of manufacturing, the shrinking resources of manufacturing bases, shortened product life cycles, the leveling of the playing field within manufacturing, and the globalization of market economies (Bhatnagar, et. al.1993). The current interest has sought to extend the traditional supply chain to include, reverse logistics, to include product recovery for the purposes of recycling, re-manufacturing, and re-use.

Within manufacturing research, the supply chain concept grew largely out of two-stage multi-echelon inventory models, and it is important to note that considerable progress has been made in the design and analysis of two-echelon systems. According to the transaction cost theory, the firm's decision to select a supply chain mechanism is made on the basis of comparative institutional efficiency, and ascertains which of the alternatives constitute the transaction cost minimizing condition (Kim, 1998).

Peter Drobac (July 3rd 2012) identified Uganda as one of the most effective and productive Low Developed Economy in the world and stated that the country requires the public to pay a tenth of their costs in the Manufacturing sector and the rest is cleared by the Government. This policy is to make it easy for the Manufacturing to be easily procured on a regular basis. The Uganda n Manufacturing centers are not the best and most procured centers in the world but they hold a relevant position as examples to manufacturing center procurement. For example, the Manufacturing centers may not necessarily be free from corruption but the levels of corruption have been maintained to zero grounds to make it possible for visible and accountable procurement. However, this report is contradicted with the findings of the Performance Audit Report (2012) on the Manufacturing Sector in Uganda which stated that the rural Manufacturing centers needed a lot of attention and funding to enhance profitability. The report shows that the procurement of supplies to the Manufacturing centers are neither timely nor done at all in many rural Manufacturing centers of Uganda and therefore affecting mainly Manufacturing in rural and some urban centers of Uganda .

1.2 Statement of the Problem.

There has been shortage of profitability of companies, delays in procurement and distribution services, poor storage and weak quality control systems, stock-outs and short shelf life /poor quality of goods and products which has affected the delivery of manufacturing services in

the Uganda Hughes, J. (2004). 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 university Group of companies (Samona 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.

Manufacturing organizations encounter many challenges accompanied with new requirements, namely; customer dissatisfaction, increasing cost of the Manufacturing services, competition and reducing the reimbursement for services. All of these factors force the Manufacturing organizations to adopt a system that can meet these requirements, dealing with the continuous changes, technology changes, increase in the Manufacturing services costing, increase in competitive position and gaining customers' satisfaction (Ali et al, 2012). There is an increasing need by Manufacturing and Manufacturing center administrators to adopt supplier relationship; to promote the advancement of Manufacturing (Hong et al, 2012; Toba et al, 2008). These problems are the same that Uganda Manufacturing service face. These in turn affects profitability. Therefore, the purpose of this research is to establish the effect of Supplier relationship on profitability in Manufacturing in Uganda.

1.3 Purpose of the Study

The purpose of the study to establish the effect of supplier relationship on the profitability of Samona products limited Kampala Uganda.

1.4 Objectives of the Study

- 1) To establish the profile of the respondents in terms of, relationship, age, gender, education level, position in the organization, number of years worked, and the marital status.
- 2) To establish the different supplier relationship types of samona products limited
- 3) To establish the level of business profitability in samona products limited.
- 4) To establish the relationship between Customer Relationship Management and business profitability in Samona products Limited

1.5 Research Questions

- 1) What is the profile of the respondents in terms, age, gender, and education level, position in the organization, number of years worked, and the marital status?
- 2) What different supplier relationship types used in samona products limited?

- 3) What is the level of business profitability?
- 4) What is the relationship between C.RM and business profitability in Samona products Limited?

1.6. Scope of the study

1.6.1 Content scope

The study established the effect of supplier relationship on profitability Samona products

1.6.2 Geographical scope.

The study was conducted at in Samona products limited which are located in Kampala district, Uganda.

1.6.3 Time scope.

The study covered a period of four month that is from January –April 2015, And will consider performance records of 2010- 2014.

1.7 Significance of the Study

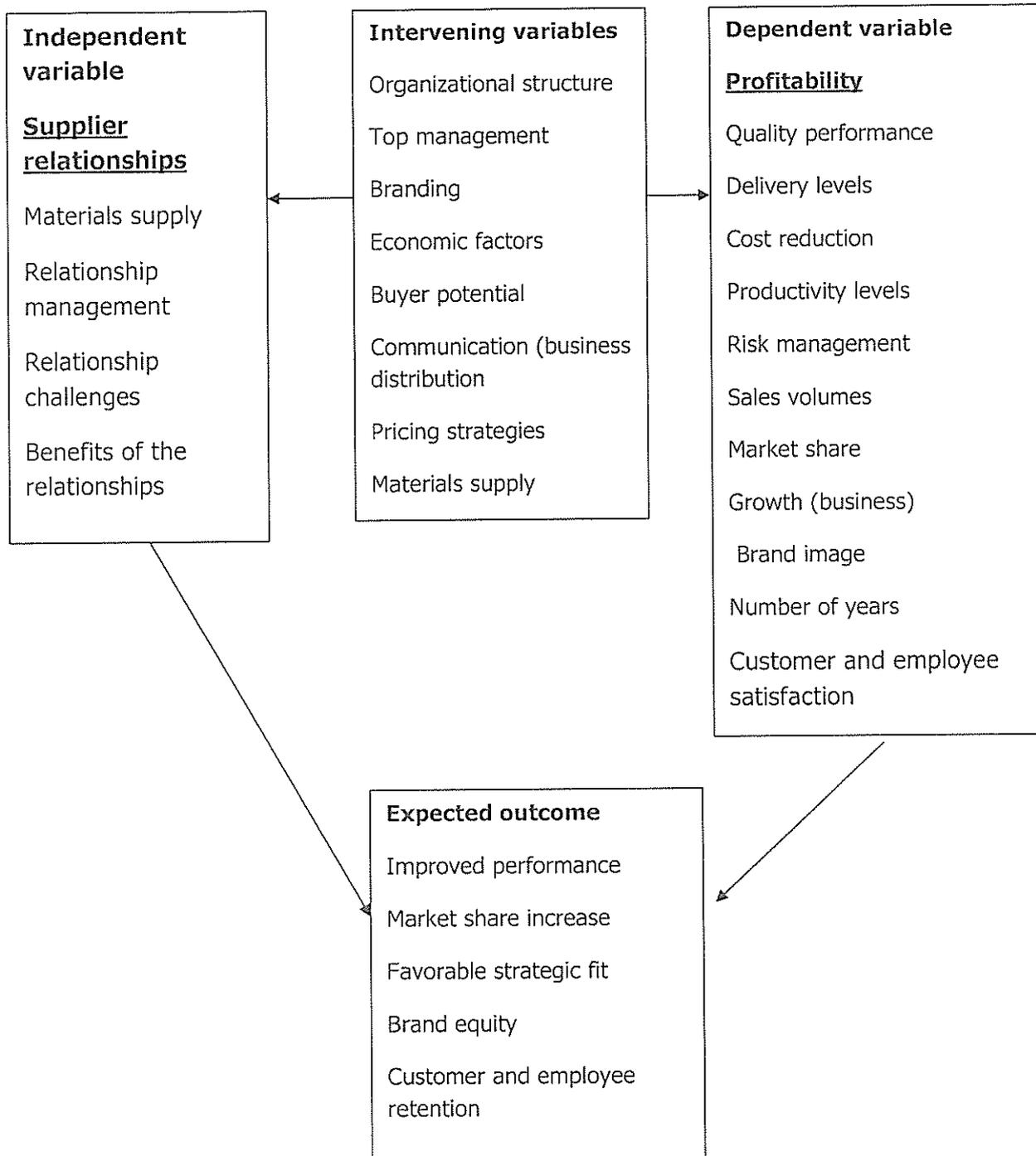
- i. The results of the study will help Samona products limited in the supplier relationship management and improve its overall business performance
- ii. The data obtained on supplier relationship management solutions will be of great importance to industry players, future investors and to similar organizations seeking to boost their profitability.
- iii. The findings from the study will used for further reference by other academicians to understand better the supplier relationship on profitability.
- iv. The policy makers in Uganda such as URA, UNBS, UBOS, and UIA will use the findings and recommendations of the study in the development and strengthening of the existing policies and regulations as regards the supplier relationship on profitability.
- v. The findings of the study will help to bridge the existing knowledge gap in procurement and suppliers management.

Theoretical Perspective

The study is based on Strategic Choice Theory. The notion of strategic theory as a method of analysis has slowly, over the course of 40 years, permeated the domain of international relations and political studies via the work of those like Thomas Schelling and Colin Gray

(1960s) – classic strategic theorists – and has been increasingly used and acknowledged as a tool to assist in the comprehension of decision making. The Strategic Choice Theory was first proposed by Kochan (Kochan, et.al, 1984) and his colleagues in the mid 1980s attempting to explain the transformation of the U.S. industrial relations when all other contemporary theories failed to. Strategic Choice Theory was developed when industrial relations in the U.S. were changing rapidly. Because most of the popular theories at that time were generated during periods of relative stability in U.S. industrial relations practice and consequently are overly static, they have difficulty explaining behavior when the basic parameters of the system appear to be changing. For example, Dunlop's systems model was widely accepted in 1960's and 1970's. But there are some anomalies in the model. First, the model could not foresee the declines of union membership after that time. Rather conventional models assume that labor unions were a permanent participant in their employment relationships. Second, conventional models assume that there is a consensus ideology. But based on the models, we could not tell whether or not managerial values, strategies, and behavior in industrial relations were changed. Third, the traditional industrial relations models treat management as reacting to union demands, pressures, and initiatives. But there were many managerial initiatives and changes that affected the transformation in U.S. industrial relations and they have occurred within management. Therefore, they added a more dynamic component to industrial relations theory by developing the concept of strategy, or strategic choice. Then they tried to demonstrate that industrial relations practices and outcomes are shaped by the interactions of environmental forces, union leaders, workers, and public policy decision makers (Kochan, et al., 1984).

1.8 Conceptual frame work



Source primary data: 2015

In this conceptual framework, it is clear that management' of supplier relationships cannot be downcast. This will involve a strategic move that an organization must take to ensure that these relationships do not ruin the general performance of the organization, by solving the

would-be challenges and make them benefits because these stand independent in supplier relationships It is also necessary for organizations to revise their structures, the status of their together with trust, communication and support to enable a perfect supplier relationship strategy.

These are the factors that will determine whether the relationship will work or not.

If the above are upheld there must be an improvement in performance. Market share and the Profitability due to quality performance, delivery, Cost reduction Productivity among others.

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 profitability.

2.1 Supplier Relationship Management (SR)

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 types/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 vender 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, 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 revolutionalise 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 profitability 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 profitability performance.

According to technomic Asia a Tempkins International Company, 2008, this relationship is summarized using different touch point including quality specifications, forecasting, risk management, security customs and much more Supplier Relationship Management process involves; assessment develop" supplier Alignment Profile Audit all tough 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.

More accurately, the search for more resources requires the development of public relations with the health sector as a whole. This personal relation requirement is evident in the vague and complicated administrative organizations. The manufacturing system, in general, is vague and complicated, requiring tremendous effort for the promotion of administrative quality. This demonstrates the great importance of supply relationship management and its role in ensuring the quality of Samona products. Omar et al (2010) also stated that supply relationship includes the management of product, information, and financial flow from the

source of supplies to the manufacture and assembly of the product right to the delivering of the final product to consumers.

The majority of research on supplier relationship is from the traditional manufacturing sector; however, there have been several attempts to examine its applicability in the services sector (e.g. Sengupta, Heiser and Cook 2006). The Manufacturing relationship is composed of three major players at various stages, namely, producers, purchasers, and healthcare providers. Producers include manufacturing companies, Jelly products companies, device manufacturers, and manufacturers of capital equipment and information systems. Purchasers include grouped purchasing organizations (GPOs), manufacturing wholesalers, manufacturing distributors, independent contracted distributors, and product representatives from manufacturers. Providers include industries, systems of industries, integrated delivery networks (IDNs), and alternate site facilities (Toba et al, 2008).

Within manufacturing sectors, quality management initiatives have been raised and industries focus on how quality care can be delivered in order to influence outcomes with respect to industry performance and customer satisfaction (Jiang, Friedman and Begun 2006). A developing trend in the healthcare industry is the outsourcing of supply data management to professional supply data service providers (Toba et al, 2008). Although products and service industries have faced serious competitive challenges through their network alliance, a sustainable competitive advantage of products and service supply chain has not been well examined (Hong et al, 2012). There is increasing evidence that emphasis quality management initiatives and focus on how healthcare quality can be delivered in order to influence outcomes with respect to industry performance and customer satisfaction (Jiang et al. 2006; Toba et al, 2008).

Related Studies

Study carried out by Erinah Kanyange Mugerwa (2006) on Governance Structures, Ethical Behavior and Supply Chain Performance of Essential Medicines in Eastern Uganda indicated that there was a relationship between Governance, Ethical Behavior and Supply Chain Performance. A Study carried out by Goldwine and Chema (1992) on Supply Chain distribution and business performance in Indonesia indicated that supply chain distribution impacts on business performance by a half fold of the demand for commodities.

A study carried out on supply chain management and performance of retail businesses in

2012 by Stella Namatovu in Kampala indicated that there was a relationship between supply chain management and performance of retail shops around Kampala. Hong et al, (2012) proposed a research model which defines the relationships between drivers of healthcare supply chain management, industry supply chain policies and strategy, industry supply chain practices, and industry supply chain outcomes. Their study discussed drivers of industry supply chain management in Korean context in terms of their strategic focus on healthcare supply chain processes and healthcare cost performance.

Dobrzykowski et al. (2010) described how the manufacturing delivery supplier relationship is decentralized, in other words, lacking in traditional financial and contractual coordination mechanisms among supplier relationship members. It suggests that partner relationship as a coordinating mechanism capable of influencing a industries' integrative information, resource strategy, and partnership culture leading to integration of the supplier relationship during care delivery. Bozarth et al., (2009) presented four models of the supply chain which is used in (209) factories over seven European countries, the study used four different models of the supplier relationship created by the researchers themselves. The results showed that the greater the complexity of the supply chain model in the plant reflected negatively on performance, while factories that have used a simple supplier relationship model shown more success in the level of performance.

Fredenall et al. (2009) investigated an internal supplier relationship for perioperative surgical services and attempted to explore reasons for operational failures and productivity loss. They concluded that there are a number of factors including a lack of process standardization, no effective mechanisms for dealing with bottlenecks or quality problems and, finally, that the use of routines improved relational coordination but that even consensus between departments did not sufficiently improve work flows Sinha and Kohnke (2009) presented a macro-perspective of the manufacturing supplier relationship which shows the development of manufacturing is linked to the delivery of care through the interdependence of industries that span new service and product development to delivery organizations. This chain includes such development industries as medical devices, pharmaceutical, biotechnology firms which are connected both directly and through the health care finance industry to the health care delivery sector.

Al-Taher (2008) investigated the ability of the Ministry of Health to provide health services to citizens in Sudan based on its financial resources. Using questionnaire, the study measures

the impact of poor performance of health services provided by the Ministry of Health in the state of Khartoum. The study results showed the adequacy of financial resources available to the Ministry of Health in the state of Khartoum to provide health services, the results also showed that weaknesses in the adequacy of financial resources reflected in some of the areas, including: lack of manpower in the delivery of health services, and the weakness of aids and services necessary assistance to provide health services, and weak financial incentives to health care employees.

Shah et al. (2008) used a field approach of study to examine how a particular health care supply chain was able to increase performance by decreasing service time and increasing service quality in a decentralized network of health care providers. They concluded that the use of lean principles can guide process improvement efforts and the emphasis relational based coordination allowed the organizations to dramatically improve the supply chain performance.

Hendricks & Singhal (2005) identified linking factors between weaknesses in the supply chain and operational performance of industrial American companies in Florida. The study results showed that the return on sales and return on assets occupied the first ranks in the impact on operational performance; the study indicated that companies -suffering from different problems in the supply chain- have suffered from low growth, high operational costs, and low profits. Boyer and Hult (2005) stated that there are important operations, marketing, and information technology components to a service supply chain. These components are critical to whether or not the customer will intent to do more business with the firm. The study identified the keys to customer intent in order to repurchase as product quality, service quality, and e-business quality.

The study identified gaps related to context, scope and time. Well as other studies were carried out in different parts of the world, this study was carried out in Rwanda. Sengupta, Heiser and Cook (2006) examined the applicability of supply chain management in the service sector but did not look service delivery and more so in hospitals. Toba et al (2008) studied about stages of healthcare supply and provider of health care. Other studies like Mugerwa (2006) and Namatovu (2012) were done in Uganda. Looking at these studies, they indicate conceptual and contextual gaps. The study ought to establish the relationship between Supply Chain Management systems but will also highlight some other areas where need rises.

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

3.1 Introduction

This chapter presented the research design, population, sample size and sampling procedures, subject to research and instruments of collecting data and the could be limitations of research.

3.2 Research Design

The researcher used both qualitative and quantitative research designs were 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 will be used to describe the study findings.

3.3 Target population.

The target population of 45 respondents. These comprised of employees and customers on of Samona products.

3.4 Sample size

The sample size of the study was determined by using Sloven's formula that states that

$$n = \frac{N}{1 + Ne^2}$$

Where **n** is sample size, **N** is population size, **e** is the error term

Given that the population size is 45, the sample size was

$$n = \frac{45}{1 + 45(0.05)^2}$$
$$n = 40$$

The sample size of the study was 40.

3.5 Sampling procedure

Because of the limitations likely to be faced in the study, the researcher selected a representative sample of the population from whom the data is to be collected. Stratified

sampling that was used to create different strata among the population and from each stratum; a sample is to be picked using random sampling technique.

3.6 Sources of data

The data was collected from both primary and secondary sources. The primary source provided first hand information directly from respondents and secondary data from the management.

3.7 Research instruments

3.7.1 Questionnaire method

The researcher designed questionnaires that helped him further collection of data. Questionnaires were both structured and non-structured.

The questionnaires were given to the respondents who filled them and thereafter were collected. The questionnaires focused on the objectives of the study and how they were carried out.

3.8 Data analysis

Data analysis was done after collecting the edited and coded data from the study field. The coded and edited data was analyzed to get meaningful information about the research problem. This was done to discover the strength of the study variable considered by the study for accuracy of research interpretation.

Both quantitative and qualitative techniques were adopted in analyzing the data. Qualitative data refers to the data collected from respondents that cannot be easily presented in numerical form and the researcher analyzed this type of data by normal data processing identifying the responses from respondents that were relevant to the research problem. Mainly such data was analyzed by explaining the facts collected from the field under which the researcher was able to quote respondents' responses.

3.9 Ethical considerations.

The researcher obtained permission from college of economics and management science conduct the research and also from the authorities in the study area. The confidentiality of respondents' opinions or responses will be done to ensure safety of the respondents.

3.10 limitations.

The study involved a high and heavy financial expenditure which exceeded the budgeted expenditure.

The time allocated to the study was too limited to allow the researcher to comprehensively exhaust the study. However, the researcher endeavored to satisfactorily conduct the study and have the report in time needed.

The researcher faced it difficult to access the respondents especially the managers in providing the Ethical information that can facilitate the study.

The respondents refused to provide all the data requested for and some of the documents requested for were not are availed to the researcher.

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 Business profitability: A case study of Samona Products Limited. Tables, frequencies and percentages have been used to describe and analyze the findings. The study sought to achieve the following objectives:

To establish the profile of the respondents in terms of, relationship, age, gender, education level, position in the organization, number of years worked, and the marital status.

To establish the different supplier relationship types of samona products limited

To establish the level of business profitability in samona products limited.

To establish the relationship between Customer .Relationship Management and business profitability in Samona products Limited

4.1 Demographic Characteristics of Respondents

Table 1: Department of respondents

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

Source: Primary Data 2015

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

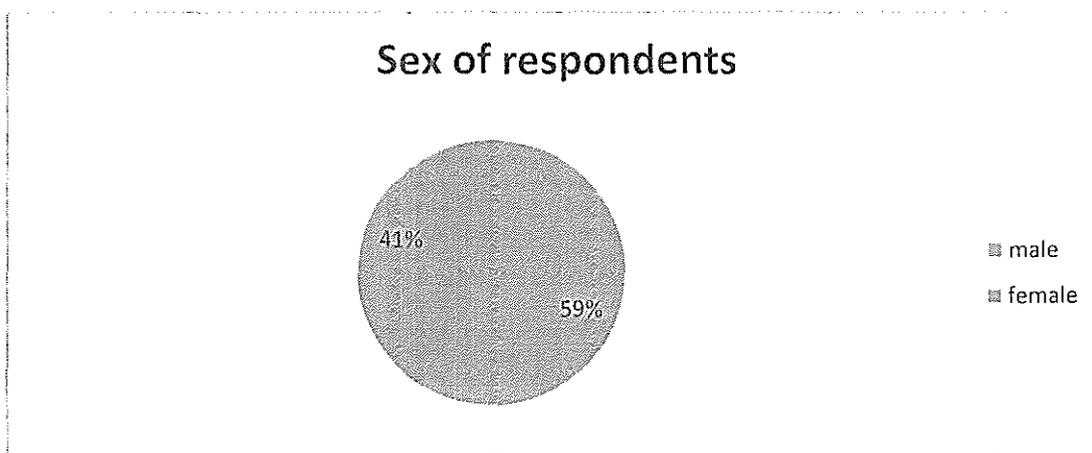
Table 2: sex of respondents

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

Source: Primary Data 2015.

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

Figure 2: Sex of respondents



Source: Primary data 2015

Table 3: Age of respondents

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

Source: Primary data 2015

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 Samona Products Limited and are very productive which may not be the case with those falling in the other aged brackets.

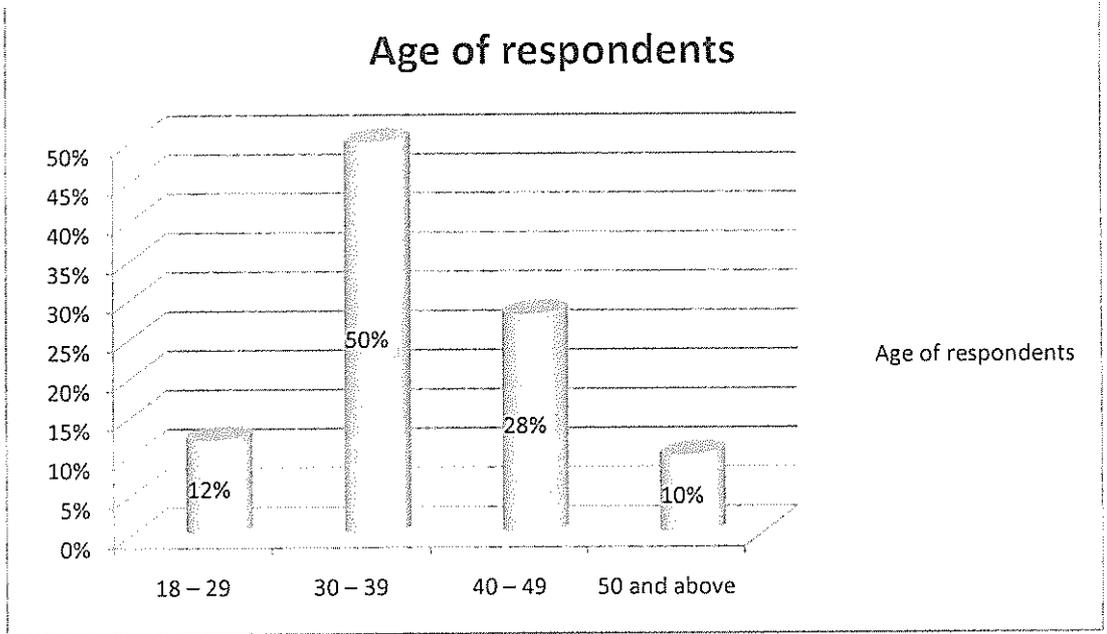


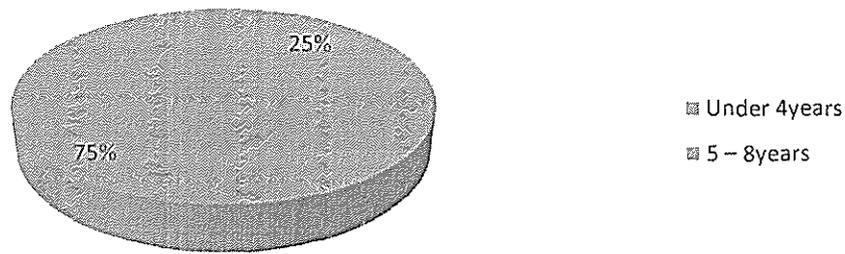
Table 4: Number of years in Samona Products Limited

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

Source: Primary data 2015

From the table above it was found out that 75% of the respondents had spent between 5 to 8 years and 25% had spent less than 4 years with Samona Products Limited. This implies that 75% of the respondents had stayed long with Samon products Limited and were knowledgeable about the activity and the operations of Samona Products Limited. Further, the researcher noted that people have spent many years with Samona Products Limited because the working environment was be friendly and the fact that they are associated with Samona Products managers, experience on how to manage the factory on both daily , weekely and monthly basis depending on availability of resources which can favour its operation successfully .

Number of years in Samona Products Limited



Marital status

Status	Frequency	Valid percent
Married	20	50%
Single	15	37.5%
Divorced	5	12.5
Total	40	100%

Source: Primary data 2015

From the table above it shows the marital status of the respondents, 50% were married, 37.5% were single and last but not least 12.5% were divorced. This implies that most of the respondents were married with greatest percentage of 50.

Level of education

Responses	Frequency	Valid percent
O level certificate	5	12.5%
A-Level certificate	7	17.5%
Diploma	10	25%
Bachelor Degree	15	37.5%
Master degree	2	5%
PhD	1	2.5%
Total	40	100%

Source: Primary data 2015

The table above shows respondents level of education, 37.5% had obtained bachelor's degree, 25% had diploma, 17.5% had A-level certificate, 12.5 had o-level certificate, and 2.5% had PhD with smallest percentage. This implies that most of the respondents had obtained bachelor's degree with 37.5%.

4.2 To establish supplier relationship management practices used by Samona Products.

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

Table 5: Responses on the services offered by Samona Products Limited

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

Primary data 2015

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 Samona Products .

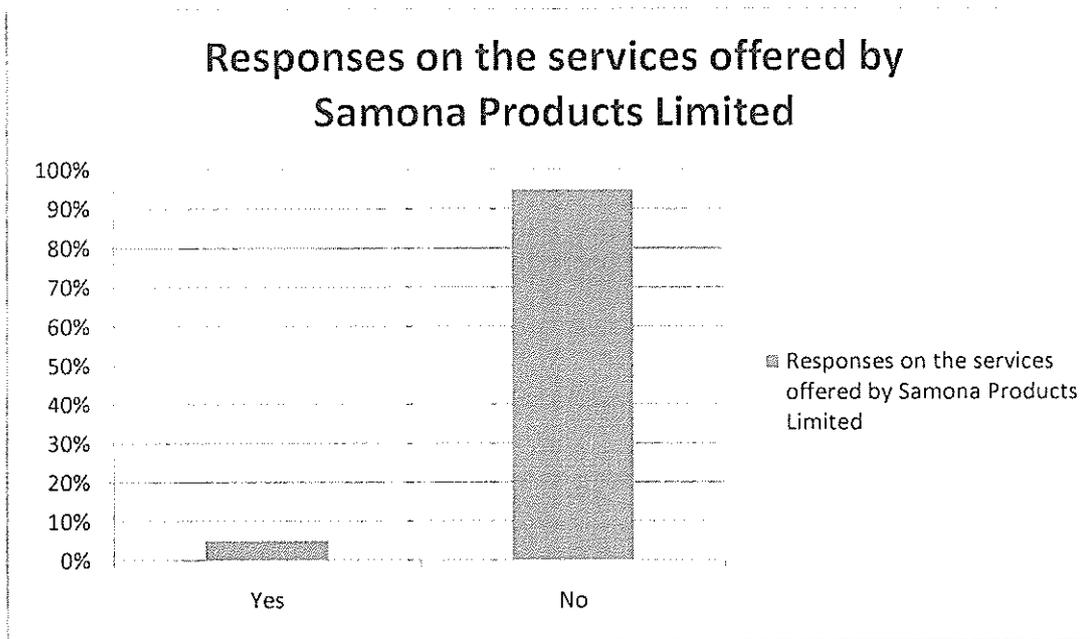


Table 6: Responses on whether Samona Products Limited Provide all the necessary materials/ services required for the work.

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

Source: Primary data 2015

Form the table above it was found out that 88% disagreed that Samona Products Limited 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 Samona Products Limited 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 Samona Products Limited has got plenty of suppliers.

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

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

Source: Primary data 2015

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.

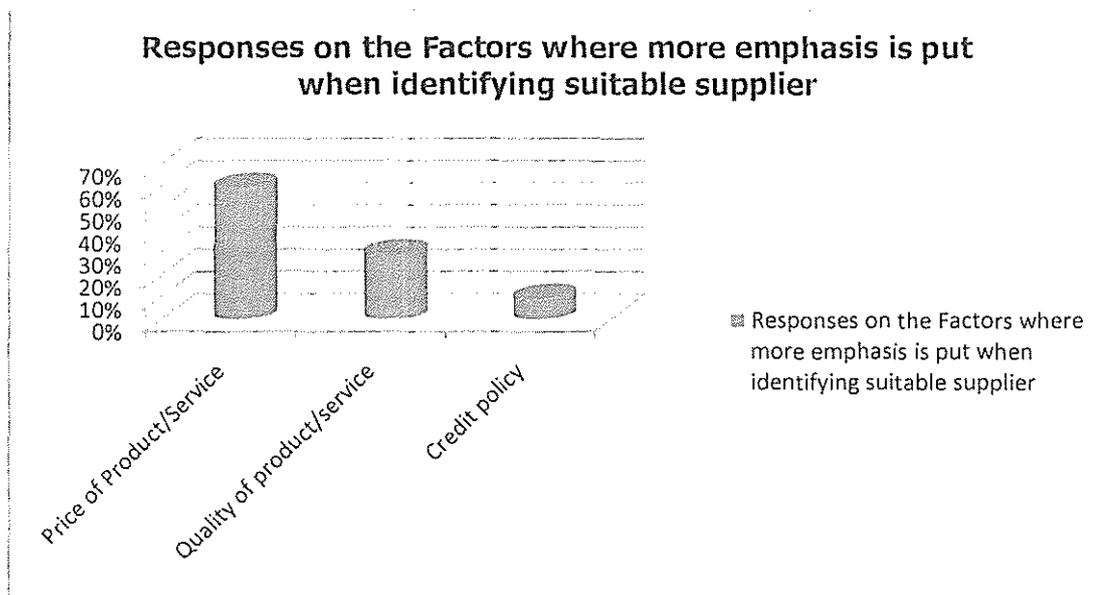


Table 8: Responses on getting the best quality products at the lowest price as the sourcing strategy

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

Source: Primary data 2015

From the table above 95% (38) of the respondents noted that Samona Products Limited has a sourcing strategy, and 5% (2) disagreed. This indicates the majority of the respondents

(95%) agreed that Samona Products Limited 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 2015

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 Samona Products Limited there are particular relationships with the suppliers.

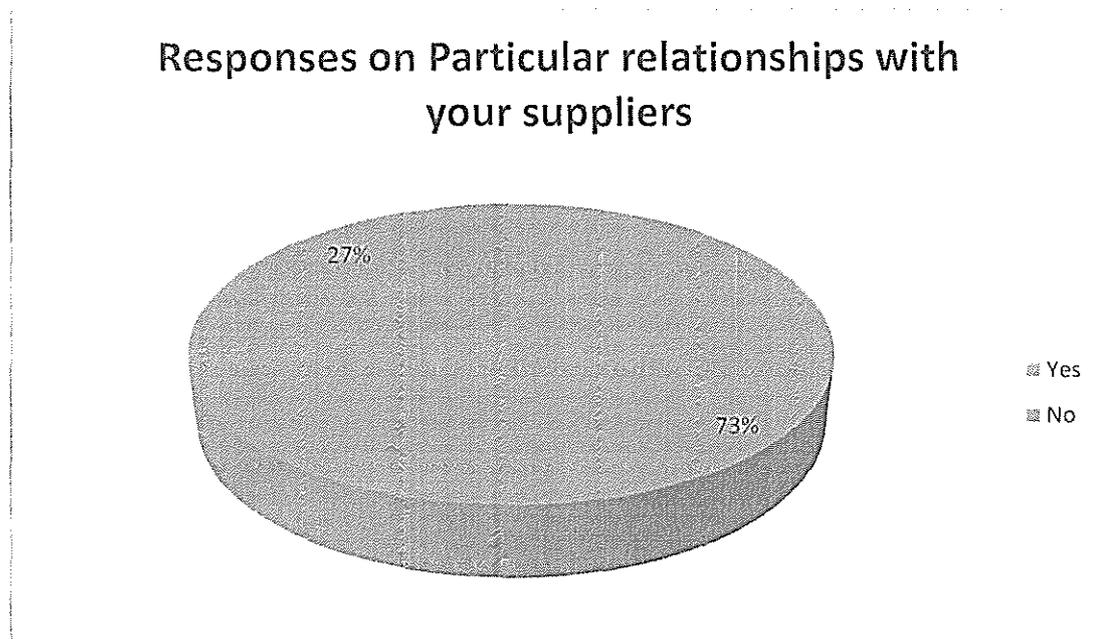


Table 10: Relationships engaged in.

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

Source: Primary data 2015

From the table above 90% of the respondents noted that the relationships Samona Products Limited engaged in is the transactional relationship, and 10% noted for long term relationship. This implies that that the relationships Samona Products Limited 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%, Samona Products Limited Management is moving towards building and consolidating long-term relationship with its suppliers. It also revealed that the longest serving suppliers of Samona Products Limited are the Transpapers, Safina General supplies and Prime Peneral companies that supply them with materials.

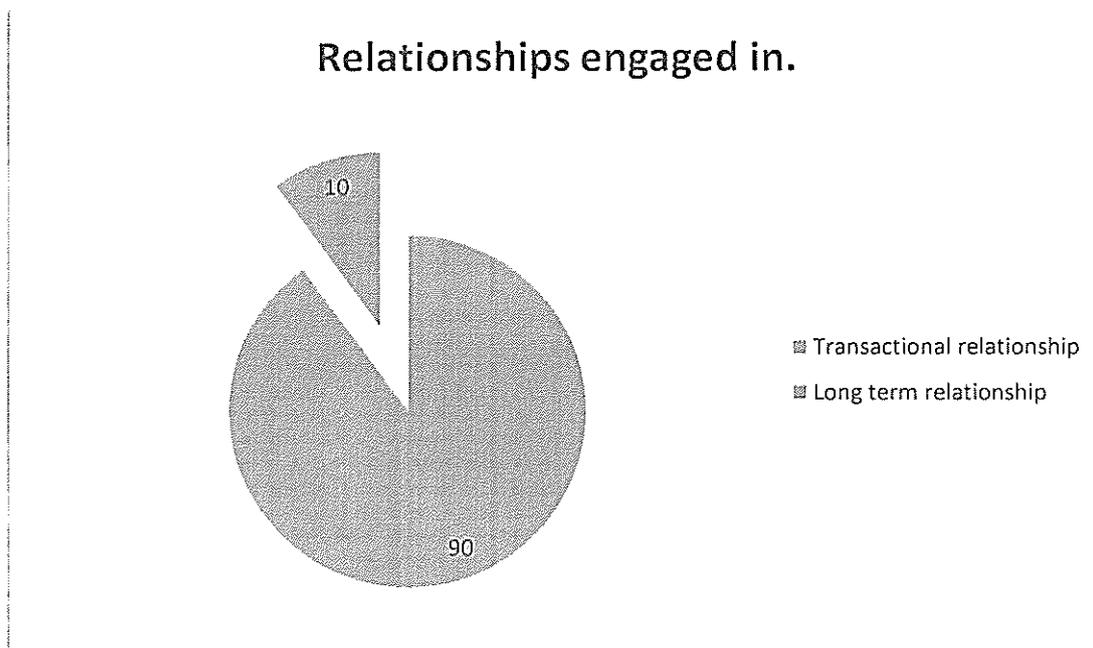


Table 11: Responses on the Period spent conducting business with suppliers

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

Source: Primary data 2015

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).

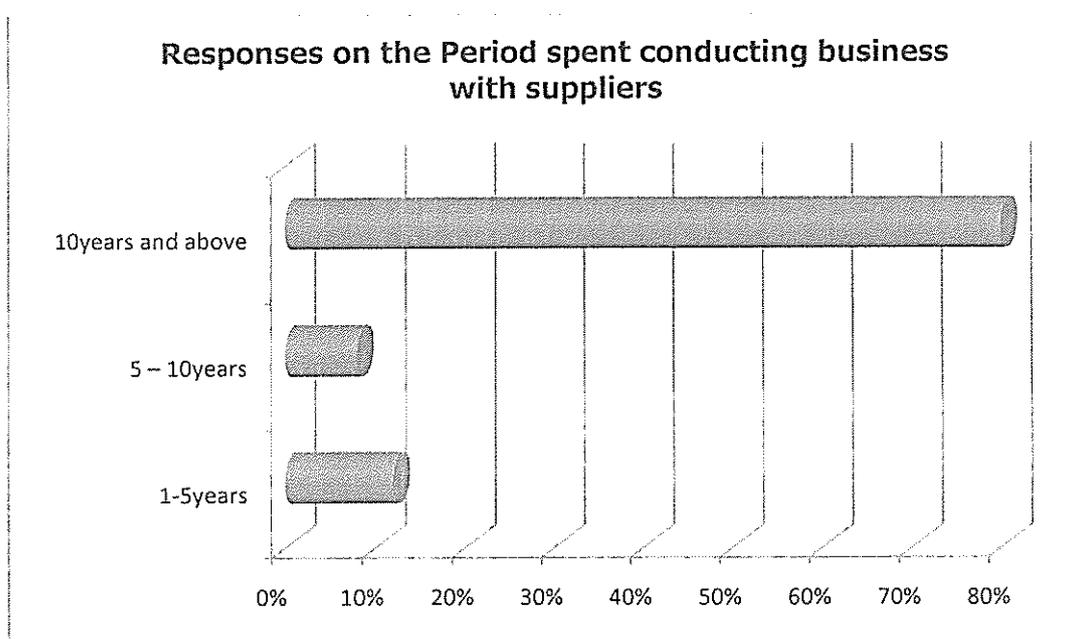


Table 12: Responses on whether some of your suppliers are located on Samona Products Limited premises.

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

Source: Primary data 2015

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

Responses on whether some of your suppliers are located on Samona Products Limited premises.

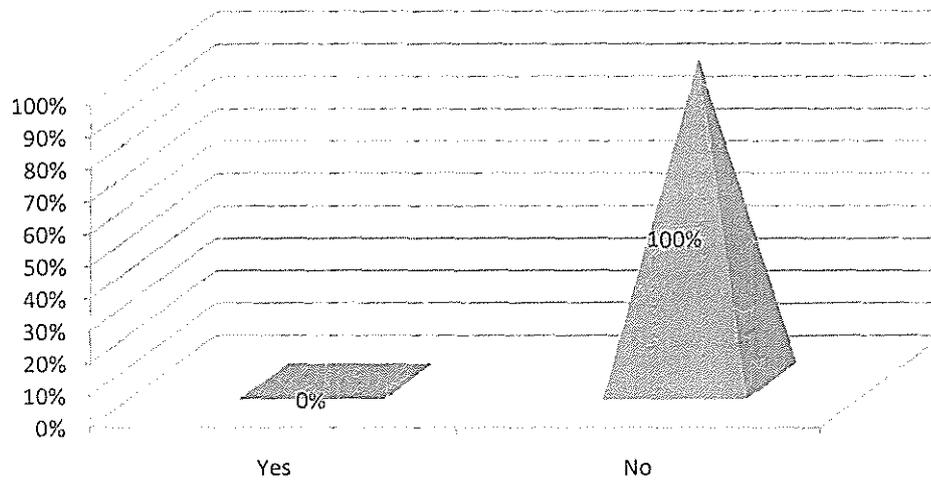


Table 13: Responses on whether Samona Products Limited Sign contracts with your suppliers.

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

Source: Primary data 2015

From the table above 97% of the respondents noted that Samona Products Limited 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 Samona Products Limited signs contracts with its suppliers which safeguards its position. In case of a breach of contract, they can seek legal redress of the matter.

Responses on whether Samona Products Limited Sign contracts with your suppliers.

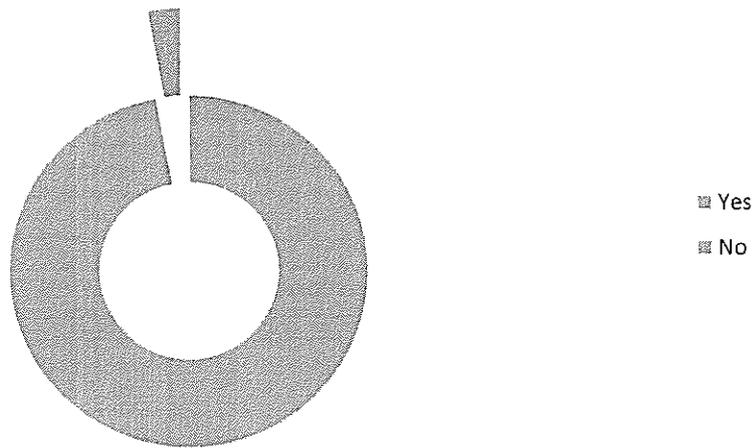


Table 14: Responses on Contracts made with suppliers

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

Source: Primary data 2015

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.

Responses on Contracts made with suppliers

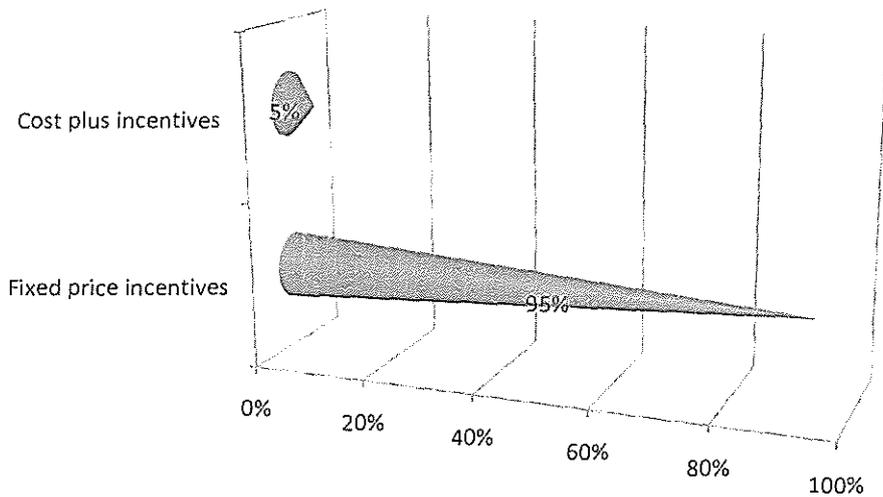


Table 15: Responses on the Suppliers commitment to the contractual arrangements

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

Source: Primary data 2015

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 Samona Products Limited' 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 2015

From the table above 88% of the respondents noted that SAMONA PRODUCTS WANO Group of companies is committed to the contractual arrangements and 12% disagreed. This implies

that SAMONA PRODUCTS WANO 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 Business profitability.

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	percentage
Strongly agree	30	76%
Agree	8	20%
Not sure	1	2%
Disagree	1	2%
Strongly disagree	0	0%
Total	40	100

Source: Primary data 2015

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 Samona Products Limited.

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

Source: Primary data 2015

From the table above 50% of the respondents strongly agreed that a lot of damages are made at the Samona Products Limited, 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 Samona Products Limited and there is need to

decrease the amount of damages within the system in order to improve on profitability thus improving the organization performance.

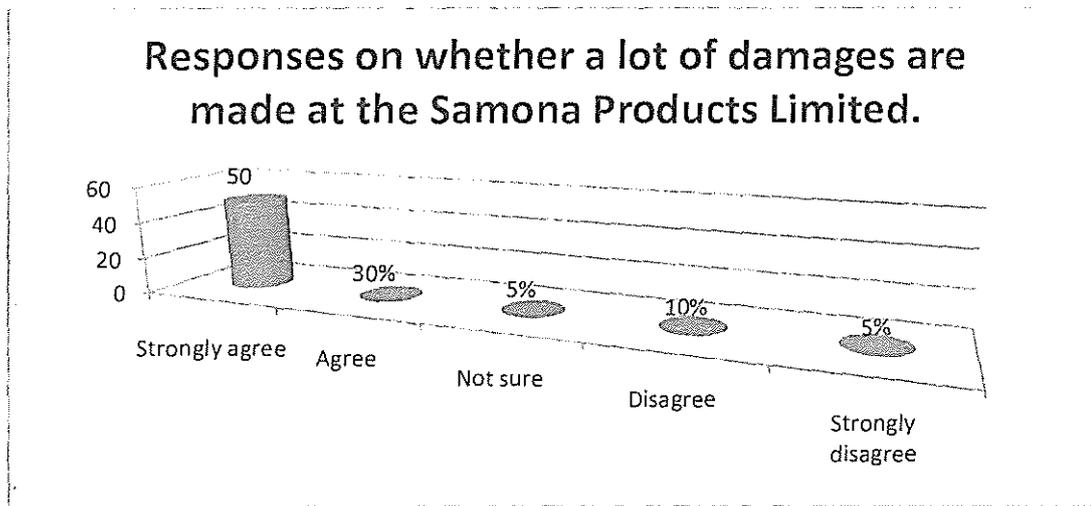


Table 19: Responses on whether more work is ever made than what is ordered for.

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

Source: Primary data. 2015

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 Samona Products Limited.

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 2015

From the table above, 50% strongly disagreed that customers do complain about the packaging of printed work from the Samona Products Limited, 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 Samona Products Limited though efforts are in plan to improve on the packing of Samona Products Limited Products to improve on customer service.

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

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

Source: Primary data 2015

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	percentage
Strongly agree	14	35%
Agree	16	40%
Not sure	2	5%
Disagree	5	13%
Strongly disagree	3	7%
Total	40	100

Source: Primary data. 2015

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 Samona Products Limited are normally bought expensively.

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

Source: Primary data 2015

From the table above, 50% of the respondents strongly agreed that Materials used at the Samona Products Limited 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 Samona Products Limited are normally bought expensively and this is because our purchases are on credit rather than pay cash for the purchases.

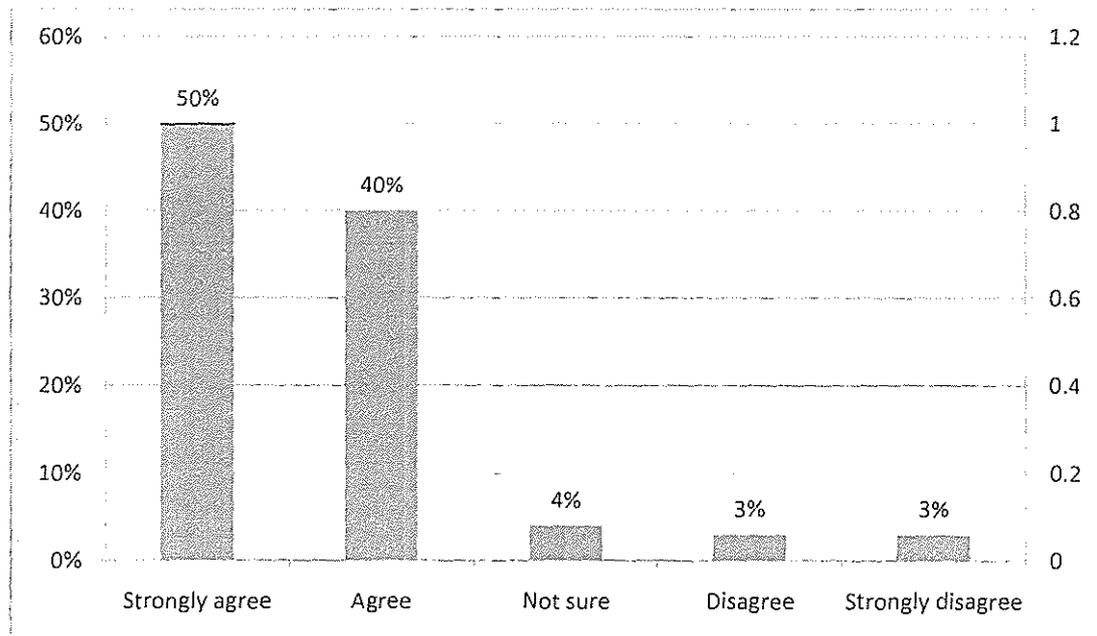


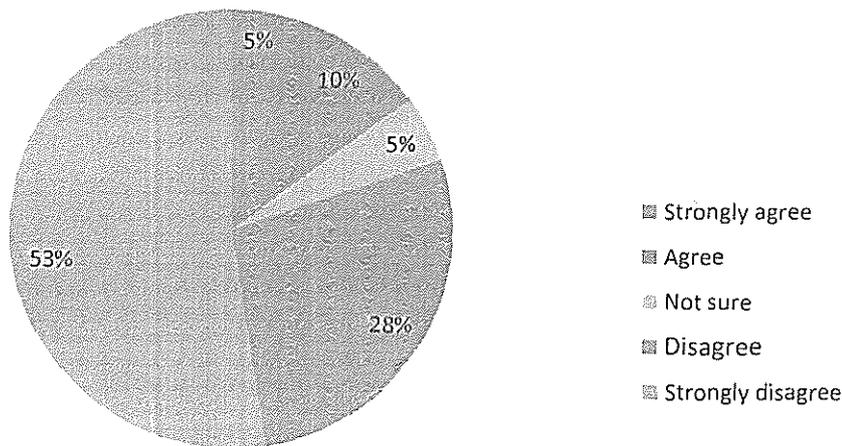
Table 24: Responses on whether Group of companies management ever disagrees on who should be the supplier.

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 2015

From the table above, 53% of the respondents strongly disagreed that Management ever disagrees on who should be the supplier at the Samona Products Limited, 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.

Responses on whether Group of companies management ever disagrees on who should be the 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 Samona Products Limited 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 2015

From the table above, 50% of the respondents strongly disagreed that Work in progress at the Samona Products Limited 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 Samona Products Limited 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 2015

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	percentage
Strongly agree	4	10%
Agree	4	10%
Not sure	4	10%
Disagree	20	50%
Strongly disagree	8	20%
Total	40	100

Source: Primary Data 2015

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	percentage
Strongly agree	8	20%
Agree	0	0%
Not sure	4	10%
Disagree	16	40%
Strongly disagree	12	30%
Total	40	100

Source: Primary Data 2015

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 Samona Products Limited 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 Samona Products Limited

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

Source: Primary Data 2015

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 Samona Products Limited 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 Samona Products Limited. 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 Samona Products Limited

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

Source: Primary data 2015

From the table above, 50% of the respondents strongly agreed that suppliers deliver expensive Materials used at the Samona Products Limited 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 Samona Products Limited.

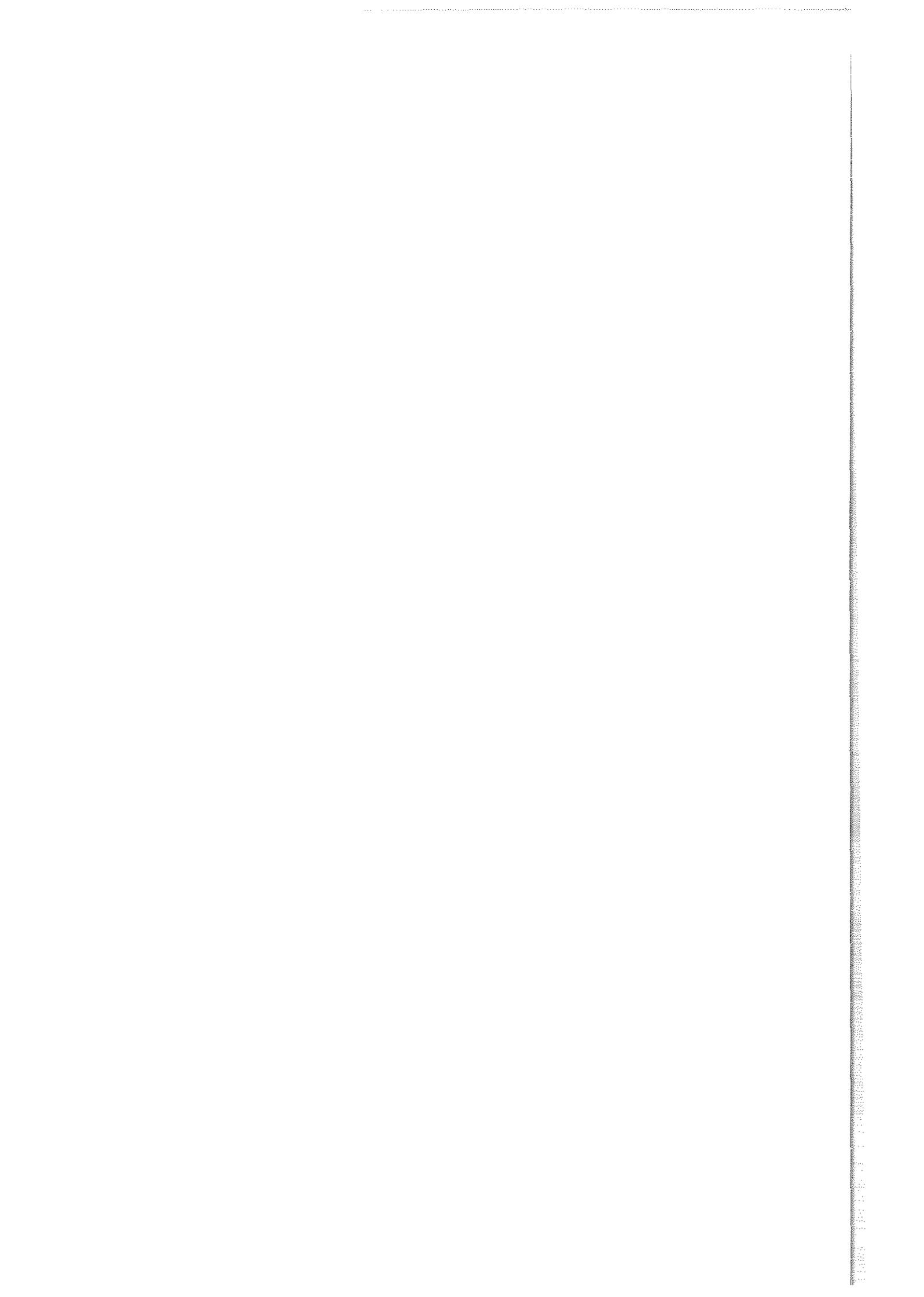


Table 31: Responses on whether most of the supplies do not fit the required specifications

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

Source: Primary data 2015

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.

Samona Products Limited 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 Samona Products wano 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 Samona Products Limited 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 Samona Products Limited, more work is never made than what is ordered for, People never complain about the packaging of printed work from the Samona Products Limited, 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 Samona Products Limited are normally bought expensively, and Management never disagrees on who should be the supplier at the Samona Products Limited.

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

Findings revealed that Work in progress at the Samona Products Limited is not as a result of Samona Products Limited 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 Samona Products Limited.

5.2 Conclusion

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

5.2.1 Profile of the respondents

On the sex, Most of the respondents were male with 59%, age of the respondents most of them were in between 30-39 years , on the number of year worked most of them had worked for 5-8 years , department of respondents most of them worked in marketing department.

5.2.2 To establish supplier relationship management solutions used by the organization

Basing on the findings, the researcher noted that there are existing relationship between Samona Products Limited and its suppliers. Its these supplier relationship management solutions that will help Samona Products Limited to stay in business and also enables it to out compete its competitor within the same business.

5.2.3 To establish the performance of organizations

Basing on the findings, the researcher agrees that supplier relationship Management has a direct impact on the Samona Products Limited 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.

5.2.4 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 Samona Products Limited 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 Samona Products Limited's performance.

5.3 Recommendations

Samona Products Limited 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 Samona Products Limited at a cheaper price thus increasing on its profit base.

Samona Products Limited 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.

Samona Products Limited need to be committed to the contractual arrangements, this can be done by reducing on the bureaucracy which is too much.

Samona Products Limited 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 Samona Products Limited.

Samona Products Limited 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 Samona Products Limited.

5.4 Areas for Further research

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

References

- A. White. Management of inventory using control theory. *Int. J. Tech. Manage.*, 17(7):847-860, 1999.
- Abu-kharmeh, S. (2012). Evaluating the quality of healthcare services in the Hashemite of kingdom of Jordan. *International Journal of Business and Management*, 7(4), 195-205
- Akkermans, H.A. and Helden, K.V. (2002), "Virtuous and vicious cycles in ERP implementation: a case study of interrelations between critical success factors", *European Journal of Information Systems*, Vol. 11 No. 1, pp. 35-46.
- Ali, K., Alolayyan, M., & Idris, F. (2012). The impact of total quality management (TQM) on hospital performance in the Jordanian hospitals: an empirical evidence (medical leader's perspectives). *Global conference on operations and supply chain management (GCOM2012) proceedings*, 12-13 March 2012. Bandung, Indonesia.
- Al-Taher, A. (2008). The Impact of Financial Resources on Health Services Performance: Ministry of Health, Khartoum State. Unpublished master's thesis, Institute of Development studies and Research Institute, University of Khartoum- Sudan.
- Aptel, O. and Pourjalali, H. (2001), "Improving activities and decreasing costs of logistics in hospitals: a comparison of US and French hospitals", *The International Journal of Accounting*, Vol. 36 No. 1, pp. 65-90.
- Astley, W. G., & Van de Ven, A. H. (1983). Central perspectives and debates in organization theory. *Administrative science quarterly*, 245-273.
- Ayers, J. (2010). *Supply Chain Project Management: A Structured Collaborative and Measurable Approach* (2nd ed.). Florida: Auerbach Publications, USA.
- Bazzoli, G.J., Dynan, L., Burns, L.R. and Yap, C. (2004), "Two decades of organizational change in health care: what have we learned?", *Medical Care Research and Review*, Vol. 61 No. 3, pp. 247-331.
- Beckert, J. (1999). Agency, entrepreneurs, and institutional change. The role of strategic choice and institutionalized practices in organizations. *Organization studies*, 20(5), 777-799.
- Beier, F.J. (1995), "The management of the supply chain for hospital pharmacies: a focus on inventory management practices", *Journal of Business Logistics*, Vol. 16 No. 2, pp. 153- 73.
- Berkowitz, D. (2004). *Defence A. R journal dec*, jatinder N.D. Guptas.
- Bertrand, J.W.M., Wortmann, J.C. and Wijngaard, J. (1990), *Production Control. A Structural and Design-Oriented Approach*, Elsevier, Amsterdam/Oxford.

- Black, RE et al (2003) 'Where and why are 10 million children dying every year?' *Lancet*, 361:
- Bluedorn, A. C., Johnson, R. A., Cartwright, D. K., & Barringer, B. R. (1994). The interface and convergence of the strategic management and organizational environment domains. *Journal of Management*, 20(2), 201-262.
- Bob Mansfield and Lindsay Mitchell (2002). Towards A competent Workforce.
- Boone, T. and Ganesham, R. (2007), "The frontiers of e-business technology and supply chains", *Journal of Operations Management*, Vol. 25 No. 6, pp. 1195-8.
- Boonstra, A. (2006), "Interpreting an ERP-implementation project from a stakeholder perspective", *International Journal of Project Management*, Vol. 24 No. 1, pp. 38-52.
- Boyer, K., & Hult, G. (2005). Extending the Supply Chain: Integrating Operations and Marketing in the Online Grocery Industry. *Journal of Operations Management*, 23(6), 642-661.
- Bozarth, C., Warsing, D., Flynn, B., & Flynn, K. (2009). The impact of supply chain complexity on manufacturing plant performance. *Journal of Operations Management*, 27(1), 78-93.
- Bozeman, D. P., Hochwarier, W. A., Perrewe, P. L., & Brymer, R. A. (2001). Organizational Politics, Perceived Control, and Work Outcomes: Boundary Conditions on the Effects of Politics. *Journal of Applied Social Psychology*, 31(3), 486-503.
- Braithwaite, (2007). *Journal Of Purchasing And Supply Management* Vol. 13, Issue 17.
- Brennan, C.D. (1998), "Integrating the healthcare supply chain", *Healthcare Financial Management*, Vol. 52 No. 1, pp. 31-4.
- Buchanan-Smith, M., Maxwell, S. (June 2004) 'Linking relief and development: an introduction and overview.' *IDS Bulletin*, vol 25, no.4 pp 2-16
- Burgess, K., Singh, P.J. and Koroglu, R. (2006), "Supply chain management: a structured literature review and implications for future research", *International Journal of Operations & Production Management*, Vol. 26 No. 7, pp. 703-29.
- Burns, L.R. (2000), "A research agenda for health services management", *Health Care Management Review*, Vol. 25 No. 4, pp. 85-7.
- Campling, J. T., & Michelson, G. (1998). A strategic choice-resource dependence analysis of union mergers in the British and Australian broadcasting and film industries. *Journal of Management Studies*, 35(5), 579-600.
- Carter, C.R. (2000). "Ethical Issues in international buyer-supplier relationships: a dyadic examination", *Journal of Operations Management*, Vol. 18 No.2, pp.191-209.

- Chalmers, M. (March 2004) *Spending to Save? An Analysis of the Cost Effectiveness of Conflict Prevention versus Intervention after the Onset of Violent Conflict: Phase 2 Synthesis Report*. Centre for International Cooperation and Security, Department of Peace Studies, University of Bradford.
- Chandler, A. D. (1962). Strategy and structure: Chapters in the history of the american enterprise. *Massachusetts Institute of Technology Cambridge*.
- Chen, I.J. and Paulraj, A. (2004), "Understanding supply chain management: critical research and a theoretical framework", *International Journal of Production Research*, Vol. 42 No. 1, pp. 131-63.
- Chesterman, S., Ignatieff, M. and Thakur, R. (July 2004) *Making states work: from state failure to state-building*. International Peace Academy/United Nations University
- Child, J. (1972). Organizational structure, environment and performance: the role of strategic choice. *Sociology*, 6(1), 1-22.
- Child, J., Chung, L., & Davies, H. (2003). The performance of cross-border units in China: A test of natural selection, strategic choice and contingency theories. *Journal of International Business Studies*, 34(3), 242-254.
- Chopra, S., & Meindl, P. (2007). *Supply Chain Management: Strategy, Planning and Operation*. Pearson Education, New Jersey.
- Client report (2006). Developing A Strong Management Team.
- Cooper, M.C. and Tracey, M. (2005), "Supply chain integration via information technology: strategic implications and future trends", *International Journal of Integrated Supply Management*, Vol. 1 No. 3, pp. 237-57.
- Cousins, P. M., Lamming, R., Lawson, B., & Squire, B. (2008). ***Strategic Supply Management***. London: Pearson Education.
- Crisp, J. (May 2001) *Mind the gap! UNHCR, humanitarian assistance and the development process*. UNHCR, Geneva.
- Croom, S., Romano, P. and Giannakis, M. (2000), "Supply chain management: an analytical framework for critical literature review", *European Journal of Purchasing & Supply Management*, Vol. 6 No. 1, pp. 67-83.
- Cyert, R. M., & March, J. G. (1963). A behavioral theory of the firm. *Englewood Cliffs, NJ*, 2.
- Cyert, R. M., & March, J. G. (1963). A behavioral theory of the firm. ***Englewood Cliffs, NJ***, 2.
- D. R. Towill. Dynamic analysis of an inventory and order based production control system. *Int. J. Prod. Res.*, 6:671-687, 1982.

- Davenport, T.H. (1998), "Putting the enterprise into the enterprise system", *Harvard Business Review*, Vol. 76 No. 4, pp. 121-32.
- Dezdar, S. and Sulaiman, A. (2009), "Successful enterprise resource-planning implementation: taxonomy of critical factors", *Industrial Management & Data Systems*, Vol. 109 No. 8, pp. 1037-52.
- Dobrzykowski, D., Nathen, T., & Vonderembse, M. (2012). Integrating the decentralized healthcare delivery supply chain. *POMS 21st Annual Conference*. Vancouver, Canada.
- E. Perea Lopez, B. E. Ydstie, and I. E. Grossmann. A model predictive control strategy for supply chain optimization. *Comput. Chem. Eng.*, 27(8-9):1201-1218, February 2003.
- Fiedrich, M. and Jellema, A. (September 2003) *Literacy, gender and social agency: adventured in empowerment*. Action Aid UK/DFID.
- Friend, J., & Hickling, A. (1987). *Planning under pressure: The strategic choice approach*. Oxford: Pergamon Press.
- Friend, J., & Hickling, A. (2005). *Planning under pressure*: Routledge.
- Grubbstrom and Tang. An overview of input-output analysis applied to production-inventory systems. *Econ. Sys. Res.*, 12(1): 3-25, 2000.
- Harland, C.M. (1996), "Supply chain management: relationships, chains and networks", *British Journal of Management*, Vol. 7 No. 1, pp. 183-92.
- Hendricks, K., & Singhal, V. (2005). Association between Supply Chain Glitches and Operating Performance. *Journal of Management Science*, 51(5), 695-711.
- Hobley, M. (March 2004) *Chars organisational learning paper 3: The voice-responsiveness framework: creating political space for the extreme poor*.
- Hong, P., Kim, S., & Dobrzykowski, D. (2012). Healthcare supply chain for competitive advantage: the case for Korea. *5TH Annual Symposium and Workshop in Global Supply Chains*, March 8-10, 2012, Tokyo, Japan.
- Hughes, J. (2004) *Performance Management Journal and purchasing, supply management* vol. 13, Issue Jan 2007, 17 – 25.
- J. Burns and B. Sivazlian. Dynamic analysis of multiechelon supply systems. *Comput. Ind. Eng.*, 2(4):181-193, 1978.
- J. Burns and B. Sivazlian. Dynamic analysis of multiechelon supply systems. *Comput. Ind. Eng.*, 2(4):181-193, 1978.
- J. Dejonckheere, S. Disney, M. Lambrecht, and D. Towill. Measuring and avoiding the bullwhip effect: A control theoretic approach. *Eur. J. Oper. Res.*, 147(3):567-590, 2003.

- J. Dejonckheere, S. Disney, M. Lambrecht, and D. Towill. The impact of information enrichment on the bullwhip effect in supply chains: A control engineering perspective. *Eur. J. Oper. Res.*, 153 (3):727-750, 2004.
- J. Venkateswaran and Y. Son. Information synchronization effects on the stability of collaborative supply chain. In *Simulation Conference Proceedings*, 2005. Winter, pages 1668-1676, 2005.
- J. Wikner, D. Towill, and M. Naim. Smoothing supply chain dynamics. *Int. J. Prod. Res.*, 22(3):231-248, 1991.
- J. Wikner, M. Naim, and D. R. Towill. The system simplification approach in understanding the dynamic behaviour of a manufacturing supply chain. *J. Sys. Eng.*, 2:164-178, 1992.
- Jan V., and Robbert H., (2011), Supply chain management in health services: an overview, *Supply Chain Management: An International Journal* Volume 16 · Number 3 · 2011 · 159-165
- Jarett, P.G. (1998), "Logistics in the health care industry", *International Journal of Physical Distribution & Logistics Management*, Vol. 28 Nos 9/10, pp. 741-2.
- Jasper, J. M. (2004). A strategic approach to collective action: Looking for agency in social-movement choices. *Mobilization: An International Quarterly*, 9(1), 1-16.
- Jennett, P.G., Igras, E., Harrison, A.C. and Premkumar, K. (1999), "Health information technology, its role in healthcare management: a regional case study", *International Journal of Health Care Technology and Management*, Vol. 11 Nos 1/2, pp. 1-10.
- Jewer, J., & McKay, K. N. (2012). Antecedents and Consequences of Board IT Governance: Institutional and Strategic Choice Perspectives. *Journal of the Association for Information Systems*, 13(7), 1.
- Jiang, H. J., Friedman, B., & Begun, J. (2006). Factors Associated with High-Quality/Low-Cost Hospital Performance. *Journal of Health Care Finance*, 32(3), 39-52.
- K. L. Choy, W. B. Lee and Victor Lo. (2004). *The journal of Enterprise Information Management*.
- Kazemzadeh, R., Jahantigh, F., Rafie, S., & Maleki, N. (2011). Designing a conceptual model for quality measurement in supply chain of health care services. *3rd International Conference on Advanced Management Science*, IACSIT Press, Singapore.
- Kenneth Lyons and Michael Gillingham. (2003). *Purchasing and Supply Chain Management*.

- Ketchen Jr., G., & Hult, T.M. (2007). Bridging organization theory and supply chain management: The case of best value supply chains. *Journal of Operations Management*, 25(2) 573-580.
- Kim, Y. (1998). Research paper: Distribution channel decisions in import consumer goods markets. *Logistics Information Management*, 11 (3):178–187.
- Kochan, T. A., et al. (1984). "Strategic Choice and Industrial Relations Theory," *Industrial Relations*, 23(1), 16-39.
- Kochan, T. A., et al. (1984). "Strategic Choice and Industrial Relations Theory," *Industrial Relations*, 23(1), 16-39.
- Lee, H.L. (2002), "Aligning supply chain strategies with product uncertainties", *California Management Review*, Vol. 44 No. 3, pp. 105-19.
- management , journal of retailing vol.76 no. 4.
- Manias, E. (2010). Medication communication: a concept analysis. *Journal of Advanced Nursing*, 66(4), 933–943.
- Mentzer, J.T. (2004), *Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage*, Sage Publications, Thousand Oaks, CA.
- Mentzer, J.T. Min Srand Zacharia (2005) the nature of inter-firm partnering in supply chain
- Miles, R. E., Snow, C. C., Meyer, A. D., & Coleman Jr, H. J. (1978). Organizational strategy, structure, and process. *Academy of management review*, 546-562.
- Mukwano Group of companies Annual Report, 2005)
- Murray, T. R. (2003). Blending Qualitative and Quantitative Research, Newman and Newman *Journal of Mixed Methods Research*.2007; 1: 295-297
- Nischiguchi, T. (1994). *Strategic Industrial Sourcing*, New York oxford university.
- Odmalone, C. (2003). Supplier management for complex out sourced services: a strategic framework.
- Oliveira, M.D. and Pinto, C.G. (2005), "Health care reform in Portugal: an evaluation of the NHS experience", *Health Economics*, Vol. 14 No. 9, pp. 203-20.
- Rajesh, R., & Matanda, M. (2012). Effects of inter-organizational compatibility on supply chain capabilities: Exploring the mediating role of inter-organizational information systems (IOIS) integration, *Industrial Marketing Management*. Retrieved 4 Jan. 2013, from
- Reger, R. K., Duhaime, I. M., & Stimpert, J. L. (1992). Deregulation, strategic choice, risk and financial performance. *Strategic Management Journal*, 13(3), 189-204.
- Saleem N.A (1997). *Purchasing And Supplies Management Simplified*.

- Schneller, E.S., Schmeltzer, L.R. and Burns, L.R. (2006), *Strategic Management of the Health Care Supply Chain*, Jossey-Bass, San Francisco, CA.
- Sengupta, K., Heiser, D., & Cook, L. (2006). Manufacturing and Service Supply Chain Performance: A Comparative Analysis. *Journal of Supply Chain Management: A Global Review of Purchasing & Supply*, 42(4), 5-16.
- Shaikh, B. (2005). Quality of Health Care: An absolute for Patient Satisfaction. *Journal of View Point*, 55(11), 495-525.
- Sinha, K., & Kohnke, E. (2009). Health Care Supply Chain Design: Toward Linking the Development and Delivery of Care Globally. *Decision Sciences*, 40(2), 197-212.
- Sixth annual international symposium on supply chain manahment, Canada , 2008.
- Spekman, R., Jr, J., & Myhr, N. (1998). An empirical investigation into supply chain management: A perspective on partnerships. *International journal of physical distribution and logistics*, 28(8), 630-650.
- Stanley E. Fawet and Gregory M. Magnan and Mathew w. Mc Cartewr. (2003). Supply chain alliance: rhetoric and reality.
- Taylor, D. A. (2004). Supply chain: A managers guide.
The Oxford English Dictionary
- Thompson, W. (February 2004). *Delivering service in Nigeria: a roadmap*. Office of Public Services Reform, London
- Whipple J.S., Frankel R. & Anselmi K., (1999). The effects of Governance structure on performance: a case study on efficient consumer response. *Journal of Business Logistics*, 20 (2): 43–62
- Zimmermann, N. (2011). *Dynamics of drivers of organizational change*. Gabler Verlag.
- Zinhan, G. and Balazs, A.L. (2004), "A stakeholder approach to healthcare management", *Journal of Business Research*, Vol. 57 No. 9, pp. 984-9.

APPENDICES

APPENDIX 1: QUESTIONNAIRE

Survey on the impact of supplier relationship on business profitability (case study Samona products limited).

Back ground information

- 1. Department.....
- 2. Position held in Samona products limited

3. Sex:

Male

Female

4. Age of respondent:

- a) 18-29
- c) 40-49
- b) 30-39
- d) 50 and above

5. Number of years in Samona products limited.

Under 4 years

Years -8 years

N.B Question 4, above is optional

Section B: To establish the different supplier relationship types of samona products Limited.

(Ticks the appropriate alternative of fill accordingly)

Is printing the main service offered by Samona products limited?

Yes No

If No, what are the other services offered?

.....

.....

.....

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?

.....

How many suppliers do you have?

.....

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

Do you have a sourcing strategy?

Yes No

If yes, what is your sourcing strategy?

.....

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?

.....

.....

.....

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

1-5 years

5-10years

10 years and above

Are some of your suppliers located on your premises?

Yes No

If yes, why?

.....

.....

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?

.....

Are the suppliers committed to the contractual arrangements?

Yes No

57

If no why do you think so?

.....

Are you committed to the contractual arrangement?

Yes No

If yes, which one?

.....

How do you benefit from the integrated technological solution?

.....

Section: C to establish the level of relationship between customer relationship management and business profitability in Samona Products limited.

Is there a strong relationship between customer relationship management and business profitability in Samona

Yes

No

What is the level of relationship between customer relationship management and business profitability in Samona

Small extent

Greater extent.

Does Somana Products maintain its relationship with customers so as obtain profits.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Work in progress at the Samona products limited is as a result of our suppliers .

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Most of the materials got from suppliers are damaged

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Suppliers ever send more materials than what is ordered from them

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Most packaging materials got from suppliers are of poor quality

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Suppliers take a lot of time in delivering what is ordered for by the Samona products.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Our suppliers deliver us with expensive Materials used at the Samona products limited

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Most of the supplies do not fit the required specifications

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

SECTION C: To establish the level of business profitability in Samona products Limited.

There is a lot of work in progress.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

A lot of damages are made at the Samona products limited.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

More work is ever made than what is ordered for

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

People ever complain about the packaging of printed work from the Samona products limited.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

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

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

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

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Materials used at the Samona products limited are normally bought expensively

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Management ever disagrees on who should be the supplier at the Samona products limited

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

APPENDIX II: TIME FRAME SCHEDULE 2015

Activities	JAN	JAN	FEB	MARCH	APRIL	MAY
Proposal	■					
Data Collection		■				
Report Writing			■			
Report approval					■	
Submission						■

Appendix III: 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

Appendix IV: CURRICULUM VITEA (CV)

EDINAH AGABA

Email: agabaedinah77@gmail.com, tel: +256772696659/ +256706720749

PERSONAL DETAILS

Name: Agaba Edinah
Address : Bwongyera kayara, Ntungamo district
E-mail agabaedinah77@gmail.com
Telephone **+256772696659/ +256706720749**
Gender : Female
Date of Birth : 24th july 1991
Religion : protestant
Marital Status : Single
Nationality Ugandan

ACADEMIC BACKGROUND

2012 – 2015 **KAMPALA INTERNATIONAL UNIVERSITY**
Pursuing Bachelor’s degree of supplies and procurement management

2010 – 2011 **standard college Ntungamo**
Uganda advanced certificate of education

2006 – 2009 **Bwongyera girls Secondary School**
Uganda certificate of education

1998 – 2005 **Mbarara Modern primary school**

Primary leaving examination

Other certificate obtained

Member of parliament in the students guild (2014-2015) Kampala international university

Peer educator(training) and certificate from UHMG 2015 (Uganda marketing group)

Mempro (training) certificate women empowerment and leadership training centre.

PROFILE

Works under minimum supervision and adhere to the organizational rules and regulations and has the ability to communicate with courtesy and cooperate with team work as well as the clients, respects other people's opinions.

WORK EXPERIENCE

YEAR	ORGANISATION	TITLE	RESPONSIBILITY
2014/15	Kampala international university	Internship	Student representation
2014	UBOS	Enumerator	Data collection
June august 2014	Ntungamo local government	Intern procurement officer	Bid receipts Bid preparation Bid evaluation etc

CAREER OBJECTIVE:

I believe that having a positive belief and being ambitious plus hard work can lead to your success. I am therefore a positive, ambitious, motivated and organized individual who knows how to present myself striving for excellence.

LINGUISTICS

LANGUAGE	SPOKEN	WRITTEN
English	Very good	Very good
Luganda	Good	Good
Lunyankole	Good	Good

INTERESTS AND HOBBIES

Reading newspapers and story books

Working together as a team

Volunteering

Making friends

Sporting athletics

REFEREES

MRs Kyobutungi Miria

Uganda law reform commission

Kampala UGANDA

TEL:+256782762678/ 0713914166

MR Tusiimire Coleb

Procurement officer

Ntungamo district

TEL:+256776132100/0702411522

DECLARATION

I Agaba Edinah certify that the information provided above is true about me and am ready to defend it.

.....


Agaba Edinah

.....


DATE

0706720749 0772696659