

**FACTORS INFLUENCING SUPPLY CHAIN MANAGEMENT IN SOFT DRINKS
INDUSTRIES, A CASE STUDY OF CROWN BEVERAGES LTD, NAKAWA-
KAMPALA**

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND
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DECLARATION

I **NAGGITA LYNATE** declare that this dissertation titled “Factors influencing supply chain management in soft drinks industries, a case study of Crown Beverages Ltd” is the original product of my effort and has never been submitted to any university for any award.

Signature: 

Date: 31st/05/2018.

APPROVAL

I certify that this dissertation has been under my supervision and it is now ready for submission to the College of Economics and Management for examination.

Signature: *Mulimira*

MULIMIRA EMMANUEL

Date: *04/06/2018*

DEDICATION

I dedicate this Dissertation to my mum Mrs Nakato Josephine, my dad, Mr. Gitta Micheal and the entire family for the moral and financial support they rendered to me during my studies.

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Firstly, I would like to thank and give glory to God for the inspiration and strength He granted me throughout this work in spite all the difficulties encountered.

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ABSTRACT

This study assessed the factors influencing supply chain management in soft drinks industries, using Crown Beverages Ltd, Nakawa as the case study. The study specifically sought to (1) to examine the factors affecting the supply chain; (2) to examine the problems faced in supply chain management; (3) to find solutions to the problems faced in supply chain management; and (4) to evaluate the contribution of supply chain management in organizations. The study of the literature revealed critical information as regards to the research objectives.

In order to achieve the objectives, both qualitative and quantitative methods were used in this study. Data was got from both primary and secondary sources. Primary data was collected using questionnaires that were administered to a sample size of 40 employees of Crown Beverages Ltd. Interviews were also carried out by the researcher on across the sampled size ranging from top management official, and employees of Crown Beverages Lt. Secondary data was gathered from; publications, internet, and other published documents. Data was analyzed and presented both in tables and graphical forms.

The findings of the study revealed the factors affecting the supply chain, the problems faced in supply chain management, the solutions to the problems faced in supply chain management and the contribution of supply chain management in organizations. Major factors, problems, solutions and contributions are highlighted as shown in chapter four.

It was recommended in the study that; the way to better the operations and business performance in the organizations is by considering the factors influencing supply chain management and making sure that it is implemented and promoted in all the transactions and functions of the organization in order to yield substantial results in boosting the supply chain in organizations. Supply chain management should be made a part of the decision making criteria for the organization since managers seek to adopt the most appropriate techniques that will aid the entire organization to achieve its objectives and the most important decisions about supply chain structure are likely to concern the shape of the chain in terms of its width and length, the number of distinct facilities, their function, transport arrangements, relations between organizations, and so on.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter comprises of the background of the study, the statement of the problem, the purpose of the study, research questions, and the scope of the study and the significance of the study.

1.1 Background

The contribution that a good supply chain can make to the success of an organisation is today almost universally recognised. Organisations are investing heavily in concepts, techniques and practices which will increase efficiency by removing waste in the supply chain. (Jessop 1994) Related to supply chain, is a term supply chain management which is applied by organisations across the globe due to its demonstrated results such as delivery time reduction, improved financial performance, greater customer satisfaction, building trust among suppliers and others.

From the organisation's point of view, activities that move materials inwards are called upstream and those that move materials outwards are called downstream. Upstream activities are divided into tiers of suppliers. A supplier that sends materials directly to the organisation is a first tier supplier and one that sends materials to a first tier supplier is a second tier supplier and so on. Most organisations get materials from many different suppliers, so the supply chain widens as participation is through the tiers of suppliers. Engardio, P. (2001).

There are also some decisions that have to be made about the supply chain, for example, there are decisions that design the structure of the chain, showing the facilities, their relationships and locations and secondly, there is the mechanism for moving material through the chain. The most important decisions about supply chain structure are likely to concern the shape of the chain in terms of its width and length, the number of distinct facilities, their function, the size of each, the type of operation at each facility, location of these facilities, capacity at each location, location of stock, customers served from each facility, transport arrangements, relations between organisations, and so on. Watson, M. (2002)

Thus a supply chain really consists of a complex web of interacting buyers and sellers, making it difficult to organise effectively and although some organisations manage this well, many others do not and this has resulted for the concept of supply chain management to gain more momentum in the last few years. There have been numerous advances and developments in supply chain techniques and management and as the trade barriers drop and markets open, competition among companies has become intense and hence the need for companies to be more competitive and cost effective through the supply chain management program. Aberdeen Group (2006).

The tremendous growth in new ideas and processes is starting to influence and change the business processes and models of companies giving rise to many choices from which companies can select programs in supply chain management. However, when making these choices, companies need to ensure and plan for effective supply chain management and thus the need to research about the critical factors affecting the supply chain management in industries particularly the soft drinks industry.

1.2 Statement of the problem

A company's supply chain comprises geographically dispersed facilities where raw materials, intermediate products, or finished products are acquired, transformed, stored or sold and transportation links that connect facilities along which products flow. (Shapiro 2001)

Therefore in many organisations, supply chain management decisions should be among the prime concerns especially when it comes to the downstream flow of the products right from the raw material source to the final consumer so as to increase an organisation's competitiveness in the market but the factors affecting this flow in organisations have not yet been fully recognised, and thus calling for an assessment into the factors influencing the supply chain management in organisations.

1.3 Purpose of the study.

To examine the factors affecting supply chain management in organizations, particularly the soft drinks industries.

1.4 Specific Objectives

- i. To examine the factors affecting the supply chain.
- ii. To examine the problems faced in supply chain management.
- iii. To find solutions to the problems faced in supply chain management.
- iv. To evaluate the contribution of supply chain management in organizations.

1.5 Research Questions

- i. What are the factors that affect the supply chain?
 - ii. What are the problems faced in supply chain management?
 - iii. What are the solutions to the problems faced in supply chain management?
 - iv. What is the contribution of supply chain management in organizations?
-

1.6 Significance of the study

- i. The Business Companies will find this study useful in improving on their supply chain management processes, services and strategies that are geared towards elevating the performance of their businesses.
- ii. The business managers will find these findings useful in re-evaluating the strategies and policies regarding supply chain management.
- iii. To the scholars, researchers and public at large, they will find this research useful to them for references and study and more so the factors affecting the supply chain management in organizations.
- iv. To the researcher, it will improve on their knowledge the factors affecting the supply chain management in organizations.
- v. To the academicians, this research will add literature on the factors affecting the supply chain management in organizations.

1.7 Scope of the study.

Geographically, the study focuses on Crown Beverages Ltd, Nakawa Industrial area, the makers of Pepsi Cola. The study focuses on the factors affecting the supply chain management in the soft drinks industry. The study entails: The examination of the factors that affect the supply chain, how these factors are interrelated, finding solutions to the problems faced in supply chain management and an evaluation of the contribution of supply chain management in organizations. The study will take a time scope of three (3) months from February – April.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section draws puts the objectives of the study into consideration i.e. to examine the factors affecting the supply chain, to examine the problems faced in supply chain management, to find solutions to the problems faced in supply chain management and to evaluate the contribution of supply chain management in organizations. Therefore, this section extracts related material from different studies carried out in the past and in different areas.

2.1 Factors affecting the supply chain

As global competition and advancing technology render borders irrelevant and link companies more closely, supply chains — the network of suppliers, plants, distributors, retailers and others that participate in the sale, delivery and production of goods and services, are growing increasingly complex. No longer simply the domain of the warehouse manager or logistics director, supply chain management is viewed by most companies as a mission-critical element. Companies have to discuss strategies for maximizing the value of supply chains, avoiding inefficiencies, managing the omnipresent risk of disruption, and evaluating the pros and cons of supply chain enterprise systems. Engardio, P. (2001).

Low-cost country sourcing, outsourcing, customization, globalization and more are adding tremendous complexity and affecting supply chains networks across the globe. But even as companies are rapidly adopting supply chain management strategies in an effort to keep up, many still lag when it comes to measuring how well they are doing, and balancing the trade-offs involved in keeping service levels high and costs low. Finch, P(2004).

Another key factor that affects supply chain management is the Cost of Inefficiency: that is to say, coordination and collaboration amongst the involved parties in Supply Chain Management. The process of getting the right product to the right place at the right time at the right price; are the traditional touchstones of supply chain success , remain a challenging and often elusive goal.

Two key supply chain elements that are often taken for granted are coordination and collaboration and can mean the difference between the merely functioning and the profitable when it comes to procuring goods and services from supply chain of vendors around the world and delivering them to global consumers as fast and inexpensively as possible. Watson, M. (2002)

Another important point to note is flexibility of companies in the face of disaster in managing the risk of supply chain disruption. When it comes to global supply chains, the potential for disruption comes in many packages, from large-scale natural disasters and terrorist attacks to plant manufacturing fires, electrical blackouts, and operational contingencies such as shipping ports too small to handle the flow of goods coming into a country. Managing supply chain disruptions revolves around two goals: first, to thoroughly understand the potential of identified risks; and second, to increase the capacity of the supply chain — within reasonable limits, to sustain and absorb disruption without serious impact. Aberdeen Group (2006).

Supply chain enterprise systems as known as the silver bullet also affect supply chain. These include information, communication and management technologies that support supply chain functions. They have quickly become a central element of supply chain management strategy. But, implementing these systems is often a difficult undertaking with an uncertain outcome. For application of supply chain technology to be successful, certain elements need to be in place: namely, a clearly defined need based on supply chain strategy, as well as clear expectations about what such technologies can and cannot do for a company.

Global supply chain logistics risks can negatively affect the operational and financial performance of organizations. Given the long-term impact of supply chain disruption risks on organizations' market shares and public image, mitigating and managing risks and uncertainties have become unequivocally imperative. It is not only socially responsible and good business it drives business value. Kleindorfer, (2000);

According to Matthesen (1999), most company executives don't have a supply chain background, and they tend to view the supply chain function as "a black box" that they don't understand or have limited visibility into. "CEOs feel that their supply chain costs too much and

doesn't work very well. They're quick to ask, 'How hard can it be to get the products to the right place at the right time?' Well, it can be pretty hard," he says.

Fragmenting customer needs has greatly affected the supply chain. This has resulted into a broader selection of SKUs (stock keeping units) aimed at specific consumer segments, different price points, shorter product life-cycles, and less predictable demand patterns. They have also resulted into increased cost pressures based on global competition and shareholder demands to reduce working capital; Watson, M. (2002)

While supply chains are getting more difficult to manage, the competitive environment means that most companies need to further reduce costs. In such an environment, successful supply chain management (SCM) "means getting better results with the same, or fewer, resources," according to Finch, P. (2004). Of operations and information management "It's like squeezing more juice from a lemon, or maybe blood from a stone."

2.2 Problems faced in supply chain management

Organizations, most especially soft drink companies, have been increasingly challenged to understand and manage supply chain networks. The political, economic and security implications of regulating in a complex environment have necessitated new approaches for improving their performance and thereby gain a competitive edge.

Companies' supply chains may face a host of perils, including labor disputes, terrorism, energy price hikes and natural disasters. Many organizations site the inability to predict future demand for their products as a major disrupting force, and badly affected by exchange-rate fluctuations. Other organizations have been hit by rising input costs and swings in energy prices, and over one-third have been affected by the insolvency of partners or suppliers. Zsidisin, (2000)

Protectionism is also a valid concern for soft drink companies. The downturn is leading governments to consider a raft of measures designed to protect domestic business interests, including bail-outs, state aid, tariffs and trade defense measures. In October 2009 Global Trade Alert, a think-tank, predicted that trade defense measures will become more prevalent in the year ahead, indicating that protectionism is a large cause for supply-chain disruption

Information/Communication disruptions; with increasing reliance on online systems and the growing sophistication of cyber attacks, information/communication disruptions could potentially have a high global impact across supply chain networks. Increased reliance on and use of electronic data for real-time risk assessment, such as electronic manifests for cargo and advanced passenger information for air travel, have proven effective in facilitating movement of freight and people but, at the same time, put more pressure on governments and businesses to maintain robust and secure information and communications networks that ensure a high degree of data integrity. Siferd, S. (1998)

A major challenge for many companies in the downturn is in containing or reducing costs. Supply-chain costs related to production and regulatory compliance are rising every year. These costs associated with labor, material inputs, road transport and shipping, and paperwork and bureaucracy. Unsurprisingly, suppliers have taken the brunt of companies' efforts to cut costs, rather than customers. Though, the companies are trying to negotiate lower prices from suppliers, whereas the others have raised the price of their products. Kleindorfer, (2000);

Currency exchange rate fluctuations have dealt a financial blow to many businesses. The trend towards globalized supply chains to lower costs and improve organizational profitability and performance has resulted in organizations with a substantial proportion of operations overseas. Systemic disruptions driven by currency fluctuations are more likely when sourcing or access is concentrated. The economic viability of certain supply and transport chains is dependent on a critical mass of traffic. When major flows dry up, this has a cascading effect on other flows, sometimes not obviously connected – for example, through passenger and belly-cargo interdependence. Upton, R. (2000)

Supply chain management normally faces a problem of compromise which could cost more in the long run, while creating efficiencies in the supply chain is a clear priority, when it comes to implementing, then there are some clear hurdles to overcome. Increased costs and redundancy are obstacles to them improving their supply-chain management. Such factors can exact a high cost, both in terms of lost sales and market share, and in long term damage to a brand. In some sectors—such as food and pharmaceuticals—it is obvious that there is little room for

compromise on safety in the supply chain, but the principle applies to other industries, too. In 2007, Mattel, a toy manufacturer, was forced to recall nearly a million toys after it was discovered that harmful lead paint had been used by one of its Chinese suppliers.

Enterprises have failed consider establishing operations or enlisting suppliers in emerging economies, as a way to reduce pressure on costs. Higher costs are among the biggest challenges to supply chains. Supply chains had been disrupted by input cost increases in the past years many companies predict that input costs will also be a threat to supply-chain resilience in the years ahead. Labor costs have also increased affecting supply chains Finch, P. (2004).

In an increasingly global business environment, where operations and suppliers are located in many time zones and embody a host of different cultural norms, organizations face multiple layers of complexity when it comes to ensuring supply.

2.3 Solutions to the problems faced in supply chain management

Various scholars have suggested a variety of solutions to the problems faced in the supply chain management. These range from improving collaboration with suppliers and partners, shift from single to multiple supplier base, streamline processes, conduct risk audit of key suppliers, improve demand forecasting, strengthen business continuity planning and make formal “mapping” of supply chain. Zsidisin, (2000)

Creation of supply chain risk register can also reduce the challenges faced in supply chain. This can be accompanied by centralizing distribution, increasing inventory levels, decentralizing distribution and reducing in-bound lead times, introducing supply chain event management system and increasing the capacity levels.

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Centralizing distribution, increasing inventory levels can also help in cubing down the problems of supply chain management. This can help to reduce in-bound lead times. It works hand in hand with introducing supply chain event management system and increasing capacity levels in the organization

Mitigating supply chain risks attempts to reduce supply chain vulnerability via a coordinated holistic approach, involving all supply chain stakeholders, this identifies and analyses the risk of failure points within the supply chain. Mitigation plans to manage these risks can involve logistics, finance and risk management disciplines; the ultimate goal being to ensure supply chain continuity in the event of a scenario which otherwise have interrupted normal business and thereby improved performance leading to profitability and growth. Wieland, A, (2012)

And a key issue simply is, knowing what to measure. This is because “You can’t manage what you can’t measure,” And that’s as true for supply chain management as it is for other parts of a business’ operations. Many Supply chain management metrics, like inventory turnover, are already built into a typical accounting system. But some of the more sophisticated benchmarks, including measuring the level of customer satisfaction, take some work to develop. Griffy-Brown, C. (2003).

Companies need to anticipate demand, since it takes time to respond to demand-side changes. They’re learning, but there’s still plenty of room for improvement. However, more companies are beginning to realize that they need end-to end visibility in their supply chain management efforts. Supply chain management is about more than just sensing and responding.

It is very important for organizations to work together to understand challenges and problems to supply chain and transport networks, and develop new solutions and best practices for risk management. Organizations have a great opportunity to increase the resilience of global networks, and key players within the public and private sectors must move collaboratively towards a new model of supply chain. Aberdeen Group (2006).

In today’s global economy, becoming successful in supply chain management depends upon selecting the right suppliers with track records of capability, quality, capacity, regulatory

compliance, and much more. According to the Outsourcing Institute study, the top five supplier selection criteria are: price; commitment to quality, flexible contract terms, reputation and scope of resources.

2.4 Contribution of supply chain management in organizations

Supply chain management has contributed a lot in organizations because it entails a set of approaches to efficiently integrate suppliers, manufacturers, distributors, warehouses and retail stores so that merchandise is produced and distributed in the right quantities, to the right locations, at the right time in order to minimize system wide costs while satisfying (customer) service level requirements” Simchi L,(2003).

Supply chain management helps the organizations understand the trade-offs Between Service and Costs. The essence of supply chain management is to provide the right products in the right amounts to the right place at the right time — all at the right cost, then a concept called the “efficient frontier” is a useful way to gage capability. For any business function, an efficient frontier can be found by plotting points along a trade-off curve between two or more performance metrics. Applied to supply chain performance, “the efficient frontier is a two dimensional space, with service level and costs along the two axes. At one end, you have terrific, wonderful service at a huge cost. Or you could have lower costs and slow delivery times. The question is, where do you want to fall on the graph?” Upton, R. (2000)

The ultimate goal of supply chain management cost containment, increased customer value and satisfaction, sustaining competitive advantage enhance the operational efficiency, profitability of a firm and its supply chain members integrating business functions and processes to build a cohesive and high-performing business model. Indeed, supply chain management has been acknowledged as a great differentiator to the success of a variety of firms competing in the new era of fast changing and turbulent business environments (Mentzer et al., 2001).

It is widely acknowledged that organizations’ supply chain management can provide a sound platform for gaining and sustaining strategic competitive advantage. To contain cost and gain strategic competitive advantage across various industries pursued ambitious innovative

improvement initiatives, including total quality management, global just-in-time supply chain management, lean manufacturing, lean supply chain logistics, efficient consumer response, quick response, global outsourcing/sourcing, and co-manufacturing.

Safeguarding the supply chain network has contributed to the success of a variety of firms against the risks of disruptions and has become imperative in recent years. Firms rely on outsourcing to reduce or control operating costs, while other firms want to free resources for other purposes and also to gain access to world-class capabilities. There are benefits such as reduced time to market and risk-sharing rank significantly high within organizations employing supply chain management.

In today's competitive global economy, organizations' market position and bottom-line financial performance and general competitiveness are closely linked to its supply chain performance. All too often considerable managerial resources are directed toward planning activities and processes with little payback. What supply chain executives require is the know-how to efficiently and effectively direct their planning activities and mitigation of risks so as results lead to better business decisions from the long-term down to day-to-day operations Griffy-Brown, C. (2003).

Supply chain management can increase overall supply chain performance and efficiency as well as improve supply chain coordination. Authors concluded that options can effectively help to manage and mitigate the risk associated with demand uncertainty. Also, the value of the options improves supply chain efficiency by providing flexibility, coordinating the channel, and as a conduit for sharing information between supplier and retailer. Engardio, P. (2001).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the numerous methods that the researcher will use in getting the relevant data for the study. It deals with many different methods that will be used in carrying out the study work. It involves the description of the research design, the sampling techniques that will be used, the research population and the way the data will be analyzed taking into consideration the ethics guiding the research process of data collection.

3.1 Research design

A research design is defined as the planning of any research program or study from the first to the last step. This is a program to guide the researcher in collecting, analyzing and interpreting observed facts (Bless and Higson-Smith 1995).

This study adopted a case study design as one of the approaches used in qualitative research. Sotirios (1998) argues that a case study is a kind of research design which involves making a detailed study case often in their natural environment. This method is considered because it is more applicable in evaluating situations and assessing reliability of a given program and less likely to ignore those facts of behavior which cannot easily be measured (factors influencing supply chain management in soft drinks industries).

The study adopted both quantitative and qualitative techniques of data collection and analysis. This will give the parties involved in the research, that is to say the business companies, business managers, academicians and other researchers, a broad understanding and also equip them with adequate knowledge about the research topic thereafter. Therefore, analytical, descriptive and explanatory research designs will be used basing on the results from the questionnaires and interviews and to explain, describe and analyze the contents of the topic as per the research questions.

3.2 Study population and size

For the purpose of accuracy and also time factor of the study, the researcher interacted with 40 respondents with relevant and technical information about the topic that is “Factors influencing supply chain in Soft Drinks Industries.” The target population consisted of the staff of Crown Beverages Ltd, Nakawa. This has over 600 employees out of which the researcher selected that a sample of 40 respondents were drawn from different departments that included; procurement, stores and the logistics departments.

The distribution table of the sample sizes of the 40 respondents is shown below.

Table 1: Sampling Frame

Department	Total number of employees	Total number of sample
Procurement	10	10
Logistics	35	20
Stores	20	10
TOTAL	65	40

Source: Primary data

3.3 Sampling design

The research used simple random sampling where by the respondents will have an equal chance of being selected as a sample from the population. Simple random sampling is used to obtain respondents for the questionnaires and it will be adopted for the quantitative study to give respondents equal chance of being involved in the study and its findings. This was used since the sample is of great importance in the interest of wider generalization of the study and to minimize bias.

The research also used stratified design. Stratified sampling is a probability sampling technique wherein the researcher divides the entire population into different subgroups or strata, then randomly selects the final subjects proportionally from the different strata, (Castillo, Juan Joseph, 2009). The researcher will divide and sample the staff according to departments that is to

say stores, logistics and procurement and the respondents will be randomly chosen from target population to minimize bias and also since different information can be provided by different people. Therefore stratified design is used to obtain even more confidential information that may not be got when using the questionnaire but rather the interviews.

3.4 Sources of data

3.4.1 Primary source

This is data that is obtained for the first time from respondents. Primary data will be obtained through personal interviews with respondents, observations and self: Administered questionnaires.

3.4.2 Secondary data

Secondary data was obtained through the organization brochures, statistical report from bank of Uganda, bulletins, annuals profitability reports and general members survey, textbooks, other students research work, journals, company's sales records and newspapers.

3.5 Data collection tools

3.5.1 Questionnaires

Data was got through questionnaires which will be carefully administered to respondents. The questions were open-ended and close-ended with the questionnaire mainly based on predetermined and standardized questions. They were focused on factors influencing supply chain in Soft Drinks Industries.

3.5.2 Interview guide

Structured interview guide was used to collect data from senior management of Crown Beverages Ltd. This is to allow face to face interaction and respondents easily give information needed.

3.6 Data processing, presentation and analysis

3.6.1 Data processing

The questionnaires were collected directly from respondents and the researcher was able to clarify any issue which is needed to be cleared to respondents and then the data was reviewed,

edited then recorded and grouped according to the study parameters and later on it was presented and analyzed.

3.6.2 Data presentation

Data was presented according to research findings after processing mainly in form of tables and graphs. The tabulated data helped in determining the adequacy, credibility, usefulness, criticality and consistency of the topic (factors influencing supply chain management in soft drinks industries) and was able to determine the validity of the data so as to draw conclusions.

3.6.3 Data analysis

Data analysis was carried out in a view of providing answers to the questions raised in chapter one. Data analysis was done using the Statistical Package for Social Science (SPSS), which helped to summarize the coded data and facilitate quick interpretation to determine the adequacy, credibility, usefulness, criticality and consistency of the information as regards the topic and the research objectives.

3.7 Limitation of the study

Limited finances to enable the researcher exhaust all the needed requirements to carry out research extensively

Time constraint this is because the data collection takes a lot of time and also analyzing the data needs a lot of time.

More to that, some respondents may claim to too busy to answer the questionnaires or take for an interview.

Lack of cooperation from the staff and employees who work in Crown Beverages Limited since they think that some information is confidential and should not be exposed to the people

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

In this chapter, the results of the study are presented, analyzed and interpreted. Data collected from the primary sources using questionnaires as a basic instrument but also frequently supported by observation is presented and analyzed herein. The analysis was conducted in close view of the Research Objectives and Questions in Chapter 1 and in a bid to attain the study objectives. After which, conclusions and policy recommendations were proposed.

4.1 Response Rate

The study looked at the response rate in ascertaining the percentage of respondents who participated in the study.

Table 2: Response rate

Department	Sample size	Response rates	Percentage of response rate
Procurement	10	10	100%
Logistics	20	15	75%
Stores	10	10	100%
TOTAL	40	35	91.7%

Source: Primary data

The table above shows the response rate of respondents that participated in the study. It indicates that, there was 91.7% participation in the study, that is, some of the sampled respondents did not participate in this study. The researcher was able to collect data from 10 members from the Procurement department, 15 members from the Logistics department and 10 members from the stores department of Crown Beverages Limited, using questionnaires and the interview guide, thus representing 91.7% response rate. This was as a result of the busy schedule of most of the company employees and thus the data therefore was based on the 35 respondents.

4.2 Bio – Information

The background information entailed the respondents'; gender, age group, marital status, education qualifications and the department. These respondents are a representation of the 10 members from the Procurement department, 15 members from the Logistics department and 10 members from the stores department as showed in the sampling frame in table 1. Below are tables showing the respondents background information.

Table 3 : Gender

	Frequency	Percent	Valid Percent	Cumulative e Percent
FEMALE	14	40.0	40.0	40.0
Valid MALE	21	60.0	60.0	100.0
Total	35	100.0	100.0	

Source: Primary data

According to the gender findings, 60% of the respondents were Male and 40% Female. It implied that, there were more Male respondents in Crown Beverages Ltd who participated in the study as compared to Females.

Table 4: Age Group

	Frequency	Percent	Valid Percent	Cumulative Percent
18-30 years	21	60.0	60.0	60.0
Valid 31-50 years	14	40.0	40.0	100.0
Total	35	100.0	100.0	

Source: Primary data

The findings showed that 60% of the respondents were between 18 to 30 years, 40% were between 31 to 50 years. This shows that all the different age groups had a chance to participate in the research study and thus making the information viable.

Table 5 : Marital status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	21	60.0	60.0	60.0
Single	11	31.4	31.4	91.4
Divorced	3	8.6	8.6	100.0
Total	35	100.0	100.0	

Source: Primary data

The findings showed that 60% of the respondents were married, 31.4% were single and only 8.6% were divorced.

Table 6: Education Qualifications

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Certificate	2	5.7	5.7	5.7
Diploma	10	28.6	28.6	34.3
Degree	21	60.0	60.0	94.3
Other	2	5.7	5.7	100.0
Total	35	100.0	100.0	

Source: Primary data

The education levels of respondents were revealed by the study findings, it found that a majority (60%) of respondents were degree holders, whereas the 28.6% were Diploma holders, 5.7% were Certificate holders and 5.7% were respondents with other education qualifications.

4.3 Examining the factors influencing the supply chain

4.3.0 Introduction.

This study examined the different factors influencing the supply chain that included; Low-cost country sourcing, customization, globalization and others. The data of each of the factors was analyzed and presented herein. Analysis of the factors affecting the supply chain was based on five scale variables of strongly agree, agree, disagree, strongly disagree and not sure as seen below.

4.3.1 Low cost sourcing influences your supply chains network

Table 7: Low cost sourcing affects your supply chains network

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	4	11.4	11.4	11.4
Agree	27	77.1	77.1	88.6
Disagree	1	2.9	2.9	91.4
Not Sure	3	8.6	8.6	100.0
Total	35	100.0	100.0	

Source: Primary data

According to the above table, the majority of the respondents that is 88.6% agreed that low cost sourcing influenced their supply chain network of Crown Beverages Limited. On the other hand, only 2.9% disagreed while only 8.6% were not sure. This implies that it is true that low cost sourcing influences the supply chain network since the majority of the respondents agree to the statement.

4.3.2 Customization affects your supply chain network

Table 8: Customization affects your supply chain network

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	11	31.4	31.4	31.4
Agree	20	57.1	57.1	88.6
Disagree	2	5.7	5.7	94.3
Valid Strongly Disagree	1	2.9	2.9	97.1
Not Sure	1	2.9	2.9	100.0
Total	35	100.0	100.0	

Source: Primary data

According to the above table, the majority of the respondents that is 88.6% agreed that Customization influenced their supply chain network of Crown Beverages Limited. Since the majority of the respondents agree to this statement, it implies that the statement is true since the other respondents, that is, 5.7% disagreed and 2.9% strongly disagreed while only 2.9% were not sure.

4.3.3 Globalization affects your supply chain network

Table 9: Globalization affects your supply chain network

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	23	65.7	65.7	65.7
Valid Agree	10	28.6	28.6	94.3
Not Sure	2	5.7	5.7	100.0
Total	35	100.0	100.0	

Source: Primary data

According to the above table, the majority of the respondents that is 94.3% (65.7% strongly agree and 28.6% agree) agreed that globalization influenced their supply chain network of Crown Beverages Limited. On the other hand, only 5.7% were not sure. According to these results, it implies it is true that globalization highly affects the supply chain network.

4.3.4 Your supply chain network is affected by Cost of Inefficiency

Table 10: Your supply chain network is affected by Cost Of Inefficiency

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	3	8.6	8.6	8.6
Valid Agree	26	74.3	74.3	82.9
Disagree	2	5.7	5.7	88.6
Strongly Disagree	1	2.9	2.9	91.4
Not Sure	3	8.6	8.6	100.0
Total	35	100.0	100.0	

Source: Primary data

According to Table 10 above, the majority of the respondents that is 82.9% (8.6% strongly agree and 74.3% agree) agreed that the supply chain network of Crown Beverages Limited was

influenced by Cost of inefficiency. On the other hand, only 5.7% disagreed, 2.9% strongly disagreed and 8.6% were not sure which implies that the statement is true.

4.3.5 Your organization has coordination and collaboration amongst the involved parties in Supply Chain Management

Table 11: Your organization has coordination and collaboration amongst the involved parties in Supply Chain Management

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	8	22.9	22.9	22.9
Agree	24	68.6	68.6	91.4
Disagree	1	2.9	2.9	94.3
Not Sure	2	5.7	5.7	100.0
Total	35	100.0	100.0	

Source: Primary data

According to Table 11 above, the majority of the respondents that is 91.4% (22.9% strongly agree and 68.6% agree) agreed that the supply chain network of Crown Beverages Limited had coordination and collaboration amongst the involved parties. On the other hand, only 2.9% disagreed and 5.7% were not sure, which implies that the statement is true.

4.3.6 Your organization is flexible in the face of disaster in managing the risk of supply chain disruption

Table 12: Your organization is flexible in the face of disaster in managing the risk of supply chain disruption

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	5	14.3	14.3	14.3
Agree	27	77.1	77.1	91.4
Disagree	1	2.9	2.9	94.3
Strongly Disagree	1	2.9	2.9	97.1
Not Sure	1	2.9	2.9	100.0
Total	35	100.0	100.0	

Source: Primary data

Here, the majority of the respondents that is 91.4% (14.3% strongly agree and 77.1% agree) agreed that the supply chain network of Crown Beverages Limited was flexible in the face of disaster in managing the risk of supply chain disruption. On the other hand, only 2.9% disagreed, 2.9% strongly disagreed and also 2.9% were not sure. This implies that organizations are flexible in the face of disaster in managing the risk of supply chain disruption.

4.3.7 You have information, communication and management technologies that support , supply chain functions

Table 13: You have information, communication and management technologies that support supply chain functions

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Strongly Agree	6	17.1	17.1	17.1
Agree	26	74.3	74.3	91.4
Disagree	1	2.9	2.9	94.3
Not Sure	2	5.7	5.7	100.0
Total	35	100.0	100.0	

Source: Primary data

According to the above table, the majority of the respondents that is 91.4% (17.1% strongly agree and 74.3% agree) agreed that the supply chain network of Crown Beverages Limited had information, communication and management technologies that supported its functions. On the other hand, only 2.9% disagreed, and 5.7% were not sure. Therefore, it is true that organizations have information, communication and management technologies that support the supply chain function.

4.3.8 Fragmenting customer needs has greatly affected the supply chain network

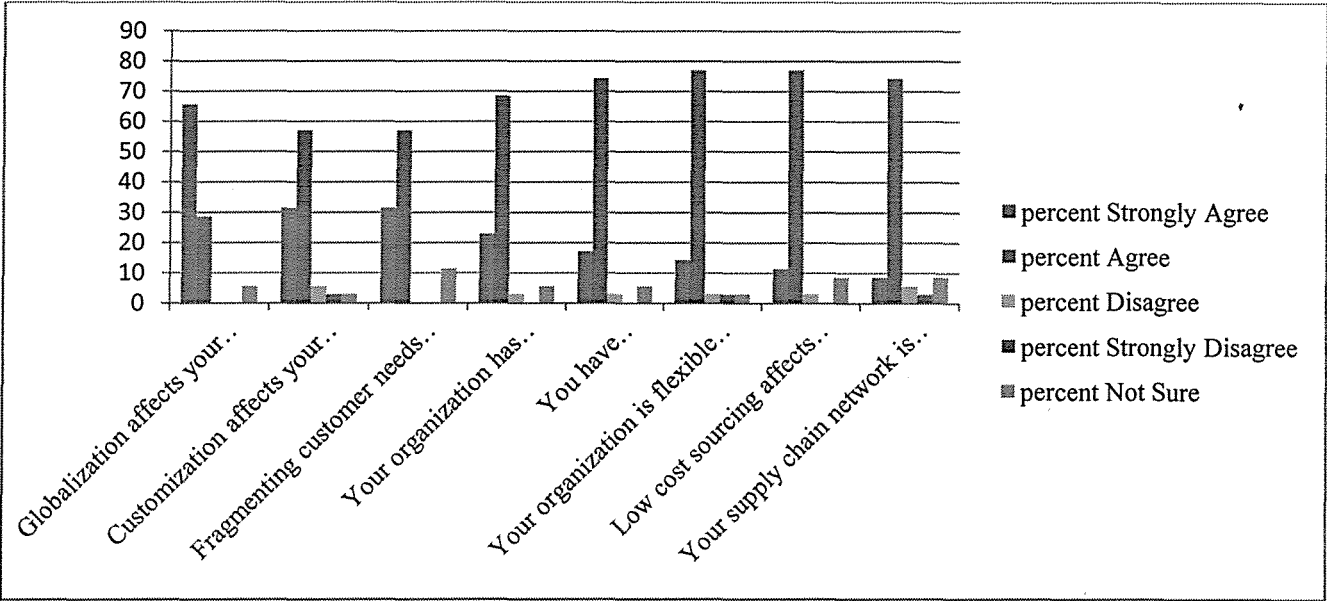
Table 14: Fragmenting customer needs has greatly affected the supply chain network

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	11	31.4	31.4	31.4
	Agree	20	57.1	57.1	88.6
	Not Sure	4	11.4	11.4	100.0
	Total	35	100.0	100.0	

Source: Primary data

Here, the majority of the respondents that is 88.6% (31.4% strongly agree and 57.1% agree) agreed that fragmenting customer needs greatly affected the supply chain network of Crown Beverages Limited. On the other hand, only 11.4% were not sure. According to these results, it implies that fragmenting customer needs greatly affects the supply chain network.

GRAPH 1: FACTORS INFLUENCING THE SUPPLY CHAIN.



Source: Primary data

The graph above shows the rating of the factors influencing the supply chain which are in line with the information collected from the interviews. Here, the major factors influencing the supply chain include globalization, customization, fragmenting customer needs, implying that greater attention should be put onto these factors but also the influence of other major factors like cost inefficiencies, low cost sourcing and others should be recognized and monitored as shown by the graph. This therefore leads to proper supply chain management.

4.4 Examining the problems faced in supply chain management

4.4.0 Introduction.

This study examined the different problems faced in supply chain management that included; labor disputes, energy price hikes, exchange-rate fluctuations, increased costs and redundancy and others. The data of each of the factors was analyzed and presented herein. Analysis of the problems faced in supply chain management was based on five scale variables of strongly agree, agree, disagree, strongly disagree and not sure as seen below.

4.4.1 Your organization is faced with labor disputes

Table 15: Your organization is faced with labor disputes

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	1	2.9	2.9	2.9
Agree	7	20.0	20.0	22.9
Disagree	5	14.3	14.3	37.1
Valid Strongly Disagree	20	57.1	57.1	94.3
Not Sure	2	5.7	5.7	100.0
Total	35	100.0	100.0	

Source: Primary data

According to table 15 above, the majority of the respondents that is 71.4% (57.1% strongly disagree and 14.3% disagree) disagreed that Crown Beverages Limited was faced with labor disputes. On the other hand, only 22.9% (2.9% strongly agree and 20.0% agree) agreed, and 5.7% were not sure. This implies that due to the stability within the organization, there is smooth running of the supply chain within the organizations since there are limited or no labor disputes, as shown by the results.

4.4.2 Energy price hikes are a major problem to your organization

Table 16: Energy price hikes are a major problem to your organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	16	45.7	45.7	45.7
	Agree	13	37.1	37.1	82.9
	Disagree	3	8.6	8.6	91.4
	Strongly Disagree	1	2.9	2.9	94.3
	Not Sure	2	5.7	5.7	100.0
	Total	35	100.0	100.0	

Source: Primary data

According to table 16 above, the majority of the respondents that is 82.9% (45.7% strongly agree and 37.1% agree) agreed that energy price hikes are a major problem to Crown Beverages Limited. On the other hand, only 11.5% (8.6% strongly agree and 2.9% agree) disagreed to the statement, and 5.7% were not sure. This implies that energy price hikes are a major problem faced in supply chain management to an organization.

4.4.3 Your organization is faced with terrorism and natural disasters

Table 17: Your organization is faced with terrorism and natural disasters

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	5.7	5.7	5.7
	Agree	13	37.1	37.1	42.9
	Disagree	9	25.7	25.7	68.6
	Strongly Disagree	6	17.1	17.1	85.7
	Not Sure	5	14.3	14.3	100.0
	Total	35	100.0	100.0	

Source: Primary data

According to the above table, 42.9% of the respondents (5.7% strongly agree and 37.1% agree) agreed that Crown Beverages Limited was faced with terrorism and natural disasters while 42.8% (25.7% disagree and 17.1% strongly disagree) disagreed, and 14.3% were not sure. This implies that there is an almost equal probability for the occurrence of terrorism and natural disasters in the supply chain, thus the need for continuous detecting and monitoring so as to avoid the adverse effects or outcomes.

4.4.4 Your organization is highly faced with exchange rate fluctuations

Table 18: Your organization is highly faced with exchange rate fluctuations

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	6	17.1	17.1	17.1
Agree	23	65.7	65.7	82.9
Disagree	1	2.9	2.9	85.7
Valid Strongly Disagree	3	8.6	8.6	94.3
Not Sure	2	5.7	5.7	100.0
Total	35	100.0	100.0	

Source: Primary data

According to the above table, 82.9% of the respondents (17.1% strongly agree and 65.7% agree) agreed that Crown Beverages Limited was faced highly faced with exchange rate fluctuations while 11.5% (2.9% disagree and 8.6% strongly disagree) disagreed, and 5.7% were not sure. This implies that exchange rate fluctuations are also a major problem faced in supply chain management in an organization.

4.4.5 Information/Communication disruptions are a problem to the organization

Table 19 : Information/Communication disruptions are a problem to the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	2	5.7	5.7	5.7
Agree	26	74.3	74.3	80.0
Disagree	6	17.1	17.1	97.1
Not Sure	1	2.9	2.9	100.0
Total	35	100.0	100.0	

Source: Primary data

According to the table 19 above, 80.0% of the respondents (5.7 strongly agree and 74.3% agree) agreed that Crown Beverages Limited suffered information/communication disruptions while 17.1% disagreed, and 2.9% were not sure. This implies that information/communication disruptions are a problem faced in supply chain management in an organization.

4.4.6 Currency exchange rate fluctuations have dealt a financial blow

Table 20: Currency exchange rate fluctuations have dealt a financial blow

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	8	22.9	22.9	22.9
Agree	22	62.9	62.9	85.7
Disagree	1	2.9	2.9	88.6
Strongly Disagree	2	5.7	5.7	94.3
Not Sure	2	5.7	5.7	100.0
Total	35	100.0	100.0	

Source: Primary data

According to the above table, 85.7% of the respondents (22.9% strongly agree and 62.9% agree) agreed that the currency exchange rate fluctuations dealt a financial blow while 8.6% (2.9% disagree and 5.7% strongly disagree) disagreed, and 5.7% were not sure about the statement. This implies that currency exchange rate fluctuations are also a major problem faced in supply chain management in an organization.

4.4.7 Problem of compromise which costs the organization more in the long run

Table 21: Problem of compromise which costs the organization more in the long run

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	3	8.6	8.6	8.6
Agree	24	68.6	68.6	77.1
Disagree	7	20.0	20.0	97.1
Not Sure	1	2.9	2.9	100.0
Total	35	100.0	100.0	

Source: Primary data

According to the above table, 77.1% of the respondents (8.6% strongly agree and 68.6% agree) agreed the company was faced with the problem of compromise which costs the organization in the long run and 20.0% disagreed to the statement while 2.9% were not sure.

4.4.8 Increased costs and redundancy in the supply chain

Table 22: Increased costs and redundancy in the supply chain

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	3	8.6	8.6	8.6
Agree	28	80.0	80.0	88.6
Disagree	1	2.9	2.9	91.4
Valid Strongly Disagree	2	5.7	5.7	97.1
Not Sure	1	2.9	2.9	100.0
Total	35	100.0	100.0	

Source: Primary data

According to the above table, 88.6% of the respondents (8.6% strongly agree and 80.0% agree) agreed to the increased costs and redundancy in the supply chain while 8.6% (2.9% disagree and 5.7% strongly disagree) disagreed, and 2.9% were not sure about the statement. This implies that the organizations are also highly faced with the problem of increased costs and redundancy in the supply chain as shown by the results.

4.4.9 Organizations face multiple layers of complexity due to different cultural norms

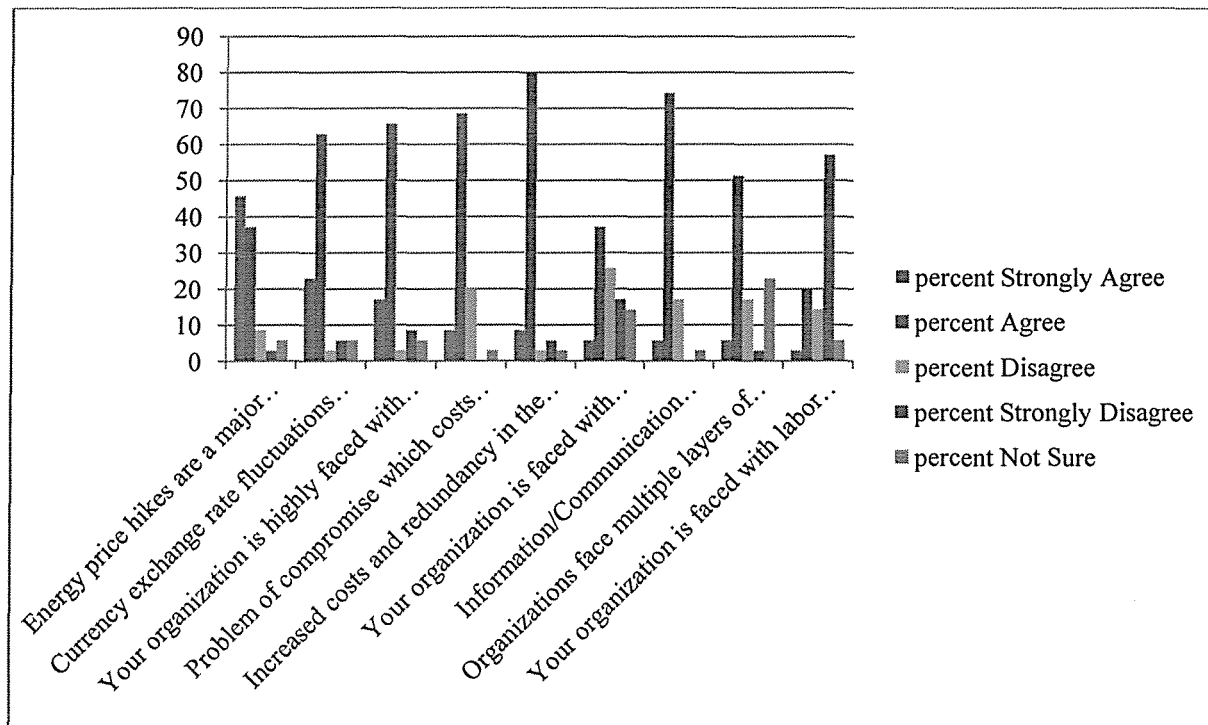
Table 23: Organizations face multiple layers of complexity due to different cultural norms

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	2	5.7	5.7	5.7
Agree	18	51.4	51.4	57.1
Disagree	6	17.1	17.1	74.3
Valid Strongly Disagree	1	2.9	2.9	77.1
Not Sure	8	22.9	22.9	100.0
Total	35	100.0	100.0	

Source: Primary data

According to the above table, 57.1% of the respondents (5.7% strongly agree and 51.4% agree) agreed that the organization faced with multiple layers of complexity due to different cultural norms while 20.0% (17.1% disagree and 2.9% strongly disagree) disagreed, and 22.9% were not sure about the statement. This implies that there is an equal probability of disruption in the supply chain network due to the multiple layers of complexity due to different cultural norms as portrayed by the results.

GRAPH 2: PROBLEMS FACED IN SUPPLY CHAIN MANAGEMENT



Source: Primary data

The graph above shows rating of the major problems that were faced by Crown Beverages Limited, as per the interviews conducted. The major problems include energy price hikes, currency exchange rate fluctuations, exchange rate fluctuations, implying that these require greater attention to avoid interruptions in the supply chain but also other problems were recognized although at lower rates like labor disputes, multiple layers of complexity due to different cultural norms, information/communication disruptions, terrorism and natural disasters, implying that these require continuous monitoring because their occurrence can also hinder success of supply chain management.

4.5 Finding solutions to the problems faced in supply chain management.

4.5.0 Introduction.

This section aimed at finding solutions to the problems faced in supply chain management. The data of each of the factors was analyzed and presented herein. Analysis of the solutions to the problems faced in supply chain management was based on five scale variables of strongly agree, agree, disagree, strongly disagree and not sure as seen below.

Table 24: Solutions to the problems faced in supply chain management

SOLUTIONS TO THE PROBLEMS FACED IN SUPPLY CHAIN MANAGEMENT	Strongly Agree		Agree		Disagree		Strongly Disagree		Not Sure		TOTAL	
	Freq	Percent	Freq	Percent	Freq	Percent	Freq	Percent	Freq	Percent	Freq	Percent
Involving all supply stakeholders in mitigating risks	17	48.6	15	42.9	0	0	2	5.7	0	0	35	100
Finance risk management disciplines	16	45.7	15	42.9	1	2.9	1	2.9	2	5.7	35	100
Creation of supply chain risk register	7	20	24	68.6	0	0	0	0	4	11.4	35	100
Introducing supply chain event management system and increasing the capacity level	4	11.4	29	82.9	0	0	2	5.7	0	0	35	100
Improve collaboration with suppliers and partners	4	11.4	28	80	0	0	2	5.7	1	2.9	35	100
Increasing inventory levels, decentralizing distribution	3	8.6	29	82.9	1	2.9	2	5.7	0	0	35	100
Improve demand forecasting systems	3	8.6	28	80	1	2.9	3	8.6	0	0	35	100

Source: Primary data

The findings in table 23 above revealed the different solutions to the problems faced in supply chain management in Crown Beverages Limited, where 48.6% strongly agreed to involving all supply stakeholders in mitigating risks and 42.9% agreed to the statement, 45.7% strongly agreed to the finance risk management disciplines and 42.9% agreed, and 20.0% strongly agreed with the creation of the supply chain risk register and 68.6% agreed to the statement.

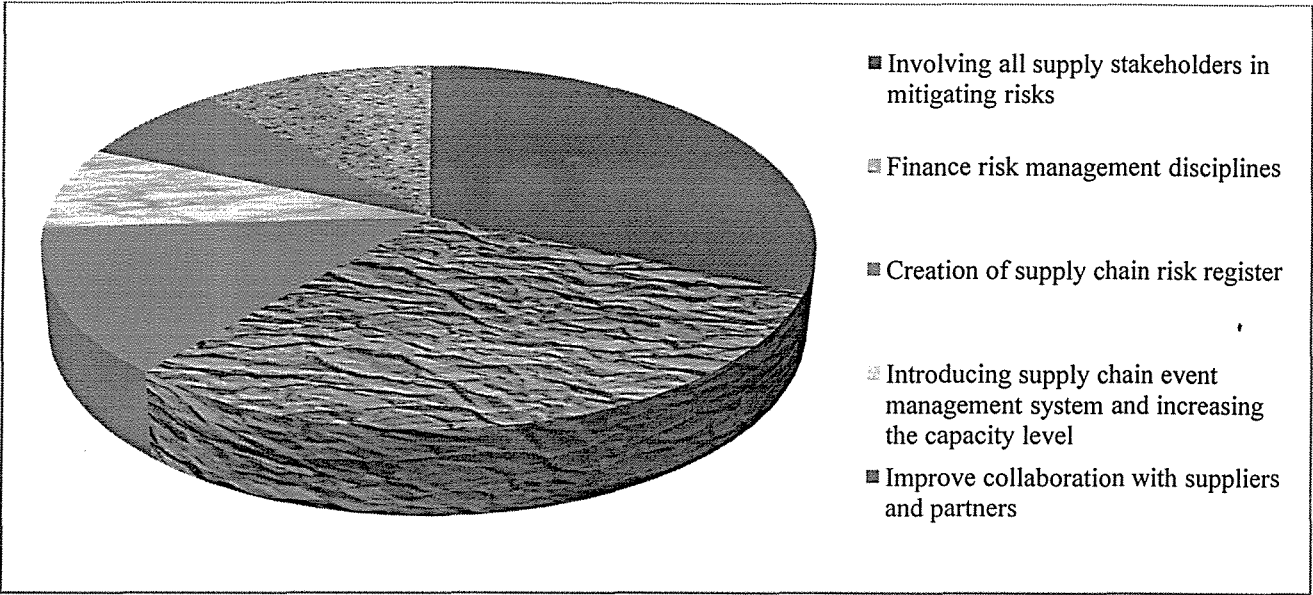
The same findings highlight other solutions faced in supply chain management like introducing supply chain event management and increasing the capacity level with 11.4% respondents strongly agreeing and 82.9% agreeing to the statement, improving collaboration with suppliers and partners with 11.4% respondents strongly agreeing and 80.0% agreeing, increasing inventory levels, decentralizing distribution with 8.6% respondents strongly agreeing and 82.9% agreeing and improving demand forecasting systems with 8.6% respondents strongly agreeing and 80.0% agreeing.

However, a few respondents were not contented with the use of these solutions in Crown Beverages Limited leading some strongly disagreeing and other disagreeing while the others were not sure. These percentages are clearly portrayed in the table above.

This clearly portrays that there are different alternatives that can be employed by the organizations to ensure success within the supply chain. This implies that organizations with a wide range of alternatives can ensure success of their supply chain management by emphasizing the use of these alternatives as shown above.

This information is further portrayed in the pie chart below:

GRAPH 3: SOLUTIONS TO THE PROBLEMS FACED IN SUPPLY CHAIN MANAGEMENT



Source: Primary data

According to the information retrieved from the interviews conducted, the pie chart above shows the credibility of the solutions to the problems faced in supply chain management right from those mostly applicable and often used solutions to the least ones that is from involving all supply stakeholders in mitigating risks, finance risk management disciplines up to improving demand forecasting systems. This implies that greater use of these alternatives should be based on those that are more credible than the others, so as to solve ant interruptions within the supply chain, although even the other alternatives should be greatly considered for application.

4.6 Evaluating the contribution of supply chain management in organizations.

4.6.0 Introduction.

This section aimed at evaluating the contribution of supply chain management in organizations with special reference to the soft drinks industries that is Crown Beverages Limited. The data of each of the contributions was analyzed and presented herein and their analysis was based on five scale variables of strongly agree, agree, disagree, strongly disagree and not sure as seen below.

Table 25: Contribution of supply chain management in organizations

Contribution of supply chain management in organizations	Strongly Agree		Agree		Disagree		Strongly Disagree		Not Sure		TOTAL	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Minimizes system wide costs and satisfying (customer) service level requirements	4	11.4	30	85.7	0	0	1	2.9	0	0	35	100
Supply chain management helps organization understand the trade-offs between service and cost	5	14.3	28	80	1	2.9	1	2.9	0	0	35	100
Helps the organization obtain right products in the right quantities to the right place at the right time	9	25.7	23	65.7	0	0	1	2.9	2	5.7	35	100
Maximizes customer value and satisfaction	9	25.7	24	68.6	1	2.9	0	0	1	2.9	35	100
Improves competitive advantage enhanced from the operational efficiency	5	14.3	30	85.7	0	0	0	0	0	0	35	100
Forms a cohesive and high performing business model	11	31.4	22	62.9	0	0	1	2.9	1	2.9	35	100
Improves total quality management, just-in-time supply management	14	40	19	54.3	1	2.9	0	0	1	2.9	35	100

Source: Primary data

In terms of evaluating the contribution of supply chain management in organizations with special preference to soft drinks industries, Crown Beverages Limited in this case study, the respondents revealed that supply chain management improves total quality management, just-in-time supply

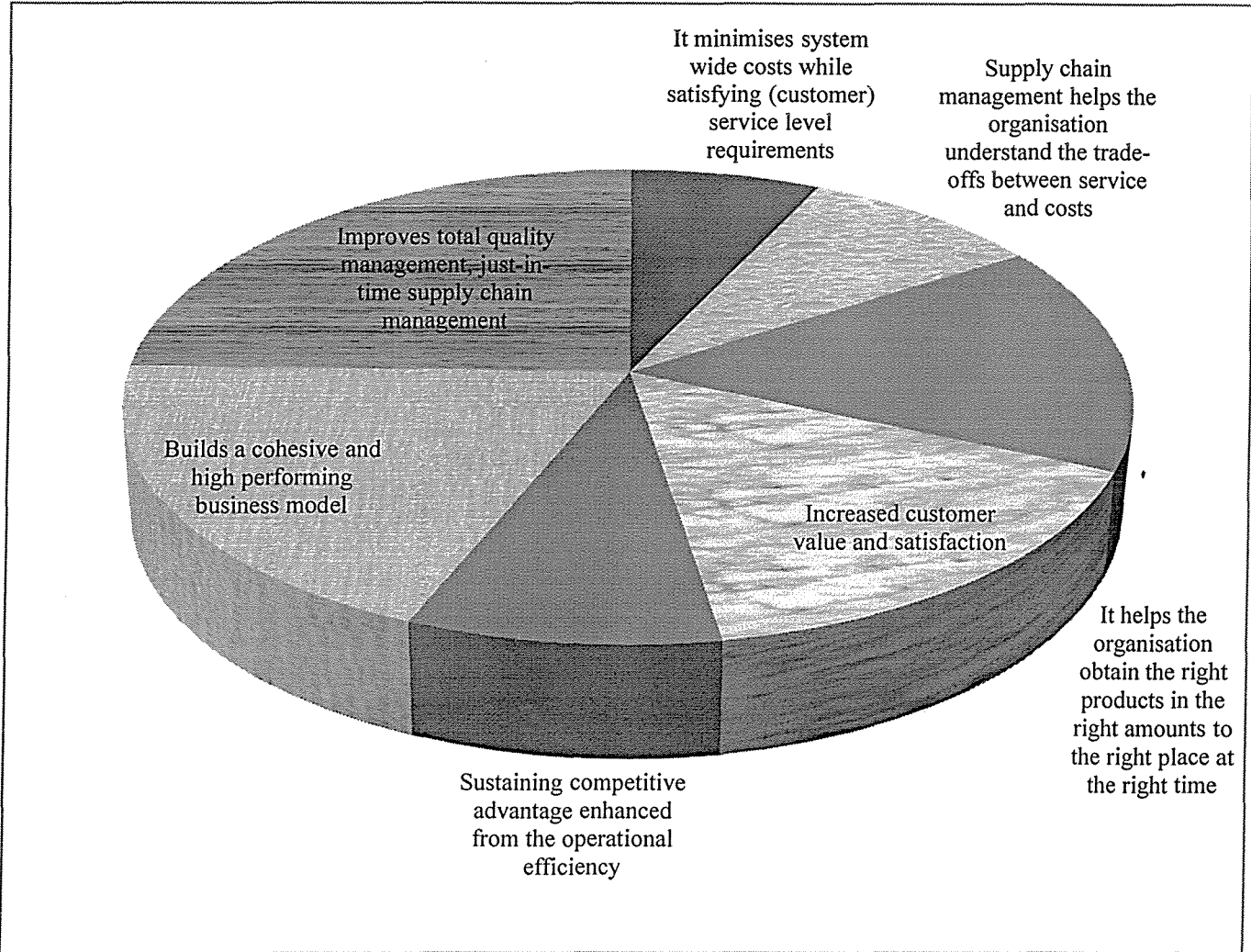
chain management (40.0% strongly agree and 54.3% agree), builds a cohesive and high performing business model (31.4% strongly agree and 62.9% agree), sustaining competitive advantage enhanced from the operational efficiency (14.3% strongly agree and 85.7% agree). There are also other benefits highlighted and these include helps the organization obtain the right products in the right amounts to the right place at the right time (25.7% strongly agree and 65.7% agree), increased customer value and satisfaction (25.7% strongly agree and 68.6% agree), minimizes system wide costs while satisfying (customer) service level requirements(11.4% strongly agree and 85.7% agree), supply chain management helps the organization understand the trade-offs between service and costs(14.3% strongly agree and 80.0% agree).

However, a few respondents were in disagreement and others strongly disagreed, while others were not sure about the contribution of supply chain management in organizations as portrayed by the percentages in the table above.

This clearly portrays that there are different many benefits associated with supply chain management within organizations. This implies that organizations need to properly implement supply chain management so as to enjoy these associated as shown above.

This information can further be represented on a pie-chart to show the usefulness of each of the contributions of supply chain management in organizations. This is shown below.

GRAPH 4: CONTRIBUTION OF SUPPLY CHAIN MANAGEMENT IN ORGANISATIONS



Source: Primary data

The pie chart above shows the usefulness of the contribution of supply chain management right from the major contributions to the least ones that is supply chain management improves total quality management, just-in-time supply chain management, builds a cohesive and high performing business model, sustaining competitive advantage enhanced from the operational efficiency and others as shown above. This implies that an organization with proper supply chain management stands a chance to enjoy all these benefits.

CHAPTER FIVE

DISCUSSION, SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction.

In this chapter, discussion of the findings as presented in the previous chapter, a summary of the findings and conclusions from the entire study are presented followed by recommendations arising from the study and suggestions for further research. This presentation follows the way in which the objectives of the study were stated.

5.1 Discussion of Findings

5.1.1 Factors influencing the supply chain.

The findings revealed the major factors influencing the supply chain in soft drinks industries and these include globalization, customization, fragmenting customer needs, cost inefficiencies, low cost sourcing and others as shown in Graph 1 on page 36. An identification and understanding of these factors affecting the supply chain leads to proper management of the supply chain thus proper management of the operational and financial performance of the organization. It is also good business as it drives business value, shorter product life-cycles and less predictable demand patterns. Identification and management of the factors influencing the supply chain, leads to successful supply chain management and thus getting better results with the same, or fewer resources.

While supply chains are getting more difficult to manage, the competitive environment means that most companies need to further reduce costs. In such an environment, successful supply chain management (SCM) “means getting better results with the same, or fewer, resources,” according to Finch, P. (2004), and when it comes to procuring goods and services from supply chain of vendors around the world and delivering them to global consumers as fast and inexpensively as possible. Watson, M. (2002). They have also resulted into increased cost pressures based on global competition and shareholder demands to reduce working capital; Watson, M. (2002)

5.1.2 Problems faced in the supply chain management.

Findings revealed major problems that were faced in supply chain management. The major problems include energy price hikes, currency exchange rate fluctuations, exchange rate fluctuations, labor disputes, multiple layers of complexity due to different cultural norms, information/communication disruptions, terrorism and natural disasters, as portrayed in graph 2 on page 43. These problems can exert a high cost, both in terms of lost sales and market share, and in long term damage the operations and performance of the organization. Therefore, it is important for organizations to work together to understand and expose these problems to supply chain management.

Zsidisin, (2000) agrees that other organizations have been hit by rising input costs and swings in energy prices, and over one-third have been affected by the insolvency of partners or suppliers. Supply-chain costs related to production and regulatory compliance are rising every year. These costs associated with labor, material inputs, road transport and shipping, and paperwork and bureaucracy. Unsurprisingly, suppliers have taken the brunt of companies' efforts to cut costs, rather than customers. Though, the companies are trying to negotiate lower prices from suppliers, whereas the others have raised the price of their products. Kleindorfer, (2000).

5.1.3 Solutions to the problems faced in supply chain management.

The concept of supply chain management has gained more momentum due to the struggle of the organizations to manage the supply chain well. There have been numerous advances and developments in supply chain techniques and management and as the trade barriers drop and markets open, competition among companies has become intense and hence the need for companies to be more competitive and cost effective through the supply chain management program. This therefore addresses the solutions to the problems encountered in supply chain management like involving all supply stakeholders in mitigating risks, finance risk management disciplines, improving demand forecasting systems and others. All as portrayed in Chart 1 on page 46. Therefore, with the solutions to the problems faced in supply chain management, organizations have a great opportunity to increase their resilience both in the local and international markets.

These findings are in line with the various scholars who have suggested a variety of solutions to the problems faced in the supply chain management. These range from improving collaboration with suppliers and partners, shift from single to multiple supplier base, streamline processes, conduct risk audit of key suppliers, improve demand forecasting, strengthen business continuity planning and make formal “mapping” of supply chain. Zsidisin, (2000). Therefore with these in place, the ultimate goal is to ensure supply chain continuity in the event of a scenario which otherwise have interrupted normal business and thereby improved performance leading to profitability and growth. Wieland, A, (2012)

5.1.3 Contribution of supply chain management in organizations.

Findings revealed that supply chain management improves total quality management, just-in-time supply chain management, builds a cohesive and high performing business model, sustains the competitive advantage enhanced from the operational efficiency, helps the organization obtain the right products in the right amounts to the right place at the right time, increased customer value and satisfaction, minimizes system wide costs while satisfying (customer) service level requirements, and helps the organization understand the trade-offs between service and costs. Therefore, these give organizations the urge to become successful in supply chain management by considering selecting the right suppliers with track records of capability, quality, capacity, regulatory compliance, and much more, hence enabling the organization to have efficient and effective operations and performance.

Indeed, supply chain management has been acknowledged as a great differentiator to the success of a variety of firms competing in the new era of fast changing and turbulent business environments (Mentzer et al., 2001). Supply chain management can increase overall supply chain performance and efficiency as well as improve supply chain coordination. Other research findings by other researchers concluded that options can effectively help to manage and mitigate the risk associated with demand uncertainty. Also, the value of the options improves supply chain efficiency by providing flexibility, coordinating the channel, and as a conduit for sharing information between supplier and retailer. Engardio, P. (2001).

5.2 Summary of the findings

The purpose of this study was to examine the factors affecting supply chain management in organizations, particularly the soft drinks industries, with a case study of Crown Beverages Ltd, Nakawa Industrial area. The study had four objectives which were, to examine the factors affecting the supply chain, to examine the problems faced in supply chain management, to find solutions to the problems faced in supply chain management, to evaluate the contribution of supply chain management in organizations.

The study utilized both primary and secondary methods of data collection, where questionnaire and interview guides were the primary data. Secondary data was sourced from relevant documents with the help of the study objectives, which helped search for the relevant data in respect to each objective. The data was therefore analyzed using the Statistical Package for Social Science (SPSS), which helped to summarize the coded data and facilitated quick interpretation to determine the adequacy, credibility, usefulness, criticality and consistency of the information as regards the topic and the research objectives.

From the findings therefore, factors influencing supply chain management were revealed of which these include globalization, customization, fragmenting customer needs, cost inefficiencies, low cost sourcing and others. The findings also revealed the problems encountered in supply chain management like energy price hikes, currency exchange rate fluctuations, exchange rate fluctuations, labor disputes, multiple layers of complexity due to different cultural norms, information/communication disruptions, terrorism and natural disasters. Therefore, it is important for organizations to work together to understand and expose these problems to supply chain management, through involving all supply stakeholders in mitigating risks, finance risk management disciplines, improving demand forecasting systems and others. The findings also revealed the contribution of supply chain management on organizations like improving total quality management, just-in-time supply chain management, building a cohesive and high performing business model, sustaining the competitive advantage enhanced from the operational efficiency, helping the organization obtain the right products in the right amounts to the right place at the right time, increasing customer value and satisfaction and others.

5.3 Recommendations

Different suggestions are offered for consideration. The way to better the operations and business performance in the organizations is by considering the factors influencing supply chain management and making sure that it is implemented and promoted in all the transactions and functions of the organization in order to yield substantial results in boosting the supply chain in organizations.

There are also some decisions within an organization that have to be made about the supply chain, for example, there are decisions that design the structure of the chain, showing the facilities, their relationships and locations. Therefore supply chain management should be made a part of the decision making criteria for the organization since managers seek to adopt the most appropriate techniques that will aid the entire organization to achieve its objectives and the most important decisions about supply chain structure are likely to concern the shape of the chain in terms of its width and length, the number of distinct facilities, their function, the size of each, the type of operation at each facility, location of these facilities, capacity at each location, location of stock, customers served from each facility, transport arrangements, relations between organizations, and so on.

Supply chain management can be used by both manufacturing and processing firms as well. Organizations adopt supply chain management as a way of checking on their operations and business performance since it improves total quality management, just-in-time supply chain management, builds a cohesive and high performing business model, sustains the competitive advantage enhanced from the operational efficiency, helps the organization obtain the right products in the right amounts to the right place at the right time.

Organizations should embrace supply chain management as it assists in establishing better working relationships. Supply chain management should be geared at strengthening relationships between employees, employers, suppliers and customers as well.

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

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

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

5.4 Conclusion

This study has established the factors influencing supply chain management in organizations, particularly the soft drinks industries. The factors influencing supply chain management include globalization, customization, fragmenting customer needs, cost inefficiencies, low cost sourcing and others. The problems encountered in supply chain management include energy price hikes, currency exchange rate fluctuations, exchange rate fluctuations, labor disputes, multiple layers of complexity due to different cultural norms, information/communication disruptions, terrorism and natural disasters, but these can be overcome through involving all supply stakeholders in mitigating risks, finance risk management disciplines, improving demand forecasting systems and others. The contribution of supply chain management on organizations includes improving total quality management, just-in-time supply chain management, building a cohesive and high performing business model, sustaining the competitive advantage enhanced from the operational efficiency, helping the organization obtain the right products in the right amounts to the right place at the right time, increasing customer value and satisfaction and others. Therefore organizations should pay attention to the factors influencing the supply chain management in an effort to promote business performance.

5.5 Areas for further research

This study represents another step along a continuum of supply chain management research. Further work is needed to better understand the processes through which supply chain management is inculcated and how the Businesses can successfully integrate it into the organizational functions. These efforts will lead to organizational experiences which addresses the full range of improved performance including not only in soft drinks industries but also improving and strengthening individual staff performance at work.

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APPENDICIES

APPENDIX 1: QUESTIONNAIRE

QUESTIONNAIRE

Dear respondent, I am called, a student of Kampala International University undertaking a Bachelor's Degree of procurement and supplies. I am carrying out a research study on the topic of **FACTORS INFLUENCING SUPPLY CHAIN MANAGEMENT IN SOFT DRINKS INDUSTRIES**

This questionnaire is therefore intended to seek information on the above subject matter. The information is purely for academic purposes and all the answers will be handled with utmost confidentiality. I therefore humbly request that you complete this questionnaire correctly in the spaces provided or options given.

SECTION A: BIO - INFORMATION

(Please, tick the appropriate answers where options are given).

1. Gender

(a) Male ☐ (b) Female ☐

2. Age Group

(a) Below 18 ☐ (b) 18 - 30 years ☐ (c) 31 - 50 years ☐ (d) above 50 years ☐

3. Marital status?

(a) Married ☐ (b) Single ☐ (c) Divorced ☐ (d) Widowed ☐

4. Education qualifications

(a) Certificate ☐ (b) Diploma ☐ (c) Degree ☐

(d) Others (specify).....

5. Department

(a) Procurement ☐ (b) Stores ☐ (c) Logistics ☐

In the tables below, the following abbreviations are used; SA = **STRONGLY AGREE**, A= **AGREE**, D=**DISAGREE**, SD=**STRONGLY DISAGREE**, NS=**NOT SURE**

Please indicate to what extent you agree or disagree with the statements below by ticking in the boxes.

SECTION B: Factors influencing the supply chain.

1. Does low-cost country-sourcing affect your supply chains networks?

(a) SA ☐ (b) A ☐ (c) D ☐ (d) SD ☐ (e) NS ☐

2. Does customization affect your supply chains networks?

(a) SA ☐ (b) A ☐ (c) D ☐ (d) SD ☐ (e) NS ☐

3. Does globalization affect your supply chain network?

(a) SA ☐ (b) A ☐ (c) D ☐ (d) SD ☐ (e) NS ☐

4. Is your supply chain also affected by Cost of Inefficiency?

(a) SA ☐ (b) A ☐ (c) D ☐ (d) SD ☐ (e) NS ☐

5. Does your organization have coordination and collaboration amongst the involved parties in Supply Chain Management?

(a) SA ☐ (b) A ☐ (c) D ☐ (d) SD ☐ (e) NS ☐

6. Is your organization flexible in the face of disaster in managing the risk of supply chain disruption?

(a) SA ☐ (b) A ☐ (c) D ☐ (d) SD ☐ (e) NS ☐

7. Do you have information and communication technology that support supply chain functions?

(a) SA ☐ (b) A ☐ (c) D ☐ (d) SD ☐ (e) NS ☐

8. Has fragmenting customer needs greatly affected the supply chain network?

(a) SA ☐ (b) A ☐ (c) D ☐ (d) SD ☐ (e) NS ☐

PART B: PROBLEMS FACED IN SUPPLY CHAIN MANAGEMENT.

Which of the following problems are faced in your organization?

PROBLEMS		SA	A	D	SD	NS
A.	Your organization is faced with labor disputes					
B.	Energy price hikes are a major problem to your organization					
C.	Your organization is faced with terrorism and natural disasters					
D.	Your organization is highly faced with exchange-rate fluctuations					
E.	Information/Communication disruptions are a problem to the organization					
F.	Currency exchange rate fluctuations have dealt a financial blow					
G.	problem of compromise which costs the organization more in the long run					

H.	Increased costs and redundancy in the supply chain					
I.	Organizations face multiple layers of complexity due to different cultural norms					

PART C:SOLUTIONS TO THE PROBLEMS FACED IN SUPPLY CHAIN MANAGEMENT

Which of the following solutions, do you think can solve the problems faced in supply chain management?

Solutions		SA	A	D	SD	NS
A	Creation of supply chain risk register					
B	introducing supply chain event management system and increasing the capacity level					
C	increasing inventory levels, decentralizing distribution					
D	improve collaboration with suppliers and partners					
E	improve demand forecasting systems					
F	involving all supply chain stakeholders in mitigating risks					
G	finance risk management disciplines					

PART C:CONTRIBUTION OF SUPPLY CHAIN MANAGEMENT IN ORGANIZATIONS

Solutions		SA	A	D	SD	NS
A	It minimizes system wide costs while satisfying (customer) service level requirements					
B	Supply chain management helps the organizations understand the trade-offs between Service and Costs					
C	It helps the organization obtain the right products in the right					

	amounts to the right place at the right time,					
D	increased customer value and satisfaction					
E	sustaining competitive advantage enhanced from the operational efficiency					
F	builds a cohesive and high - performing business model					
G	Improves total quality management, just-in-time supply chain management,					

Do you have any recommendations that you would like to give related to our topic under investigation?

.....
.....

Thanks for your time

APPENDIX 2: INTERVIEW GUIDE

INTERVIEW GUIDE

- i. What is the level of employee involvement and performance in supply chain management?
- ii. What are the factors that affect the supply chain?
- iii. Which are the major factors that affect the supply chain?
- iv. What are the problems faced in supply chain management?
- v. What are the solutions to the problems faced in supply chain management?
- vi. What is the contribution of supply chain management in organizations?