

**KAMPALA INTERNATIONAL UNIVERSITY
SCHOOL OF BUSINESS AND MANGMENT**

**SUPPLIER DEVELOPMENT AND QUALITY MANAGEMENT
CASE: UGANDA BREWERIES LIMITED**

**BY
MUHWEZI ENOCK
BSP/10032/81/DU**

**A RESEARCH REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF BACHELORS DEGREE IN
SUPPLIES AND PROCUREMENT MANAGEMENT OF
KAMPALA INTERNATIONAL
UNIVERSITY**

APRIL 2011

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CHAPTER ONE

1.0 Introduction

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

1.1 Background to the study

According to Wells 2006, supplier consists of a range of activities integrated into a relatively seamless whole to enhance better quality. He further argues that supplier development refers to competitive tendering and it involves development of suppliers who are capable of achieving purchasing objective of quality.

Malcolm 1997 argues that supplier development involves the rein-enforcement of innovative behavior to improve quality and to produce new products that can be achieved through close cooperation and intensive interaction between supplier developments.

Some of the important fundamental decisions that purchasing and supply management can make concerns the development and management of the suppliers. Some argue that an organization is only as good as its source of supply (Benald, Rajagopal, 1993)

Hann, Kim & Watts 1990 support this notion by arguing that without supplier development a firm's ability to compete effectively in the market can be hampered significantly.

One important decision relating to quality in an organization is development of suppliers that will produce better quality products/services of an organization (Copper, Lambert & Pagh 1997).

Lyson and Farmington 2007 defines quality as the totality of features and characteristics of a product that bears on the ability stated/implied needs. Crosby 2005, defines quality as conformity to requirement for goodness, he further tresses that the definition of quality can never make any sense unless it is based on what the customers want that is a product is a quality product only

when it conforms to the customer's requirements. Quality has got relevancies/benefits which relevancies include reduced costs, good organizational image, liability, improved productivity and there are also some measures that need to be considered under quality management which include responsiveness, reliability, durability serviceability and so on.

Uganda breweries limited cuts its transaction cost by 30% when it developed nice house of plastics by buying it motel machines to manufacture shells. The delivery time decreased from two weeks to three days, compared to when it was importing the shells from Kenya, according to bonny (personal communication, February 11 2008) however in 2006 when it gave barley farmers quality seeds and trained them in harvesting and training, about ten barley were returned to the association of farmers for further drying because it had a high moisture content and did not conform to the quality standards. This increased the transaction cost as well.

1.2 Statement of the problem

Uganda Breweries Limited a problem of intensive competition and dynamic customer needs which customers are demanding quality products & services at a relatively low prices and Radar in 2006 also argued over the same thing/statement /problem in response to that Uganda breweries limited decided to carry out supplier development to have quality goods at low prices and thus satisfy their customers. Despite all that, firms have continued to struggle in trying to achieve their goal (Quayle 20002), and quality of materials and also high transaction costs may be due to levels of supplier development.

1.3 Purposes of the study

The purpose of the study was to examine the effects of supplier development on quality management.

1.4.1 Objective of the study

- a) To examine the benefits, challenges of and how to carry out supplier development.
- b) To find out the benefits and the various measures of quality management
- c) To examine the effects of supplier development on quality management.

1.5 Research Questions

- a) What are the benefits and challenges of supplier development?
- b) What are the measures and benefits of quality management?
- c) What are the effects of supplier development on quality management?

1.6 Scope of the study

The study will be confined to the impact of supplier development on quality management. It entails the benefits of supplier development and quality management and also the measures of quality management in Uganda Breweries Limited.

1.7 Significance of the study

- a) The study will help managers to identify the importance of supplier development and quality management, its impact on quality therefore it will help to streamline supplier development in providing better quality goods, products and services.
- b) The study will contribute to the knowledge on supplier development and quality management and fill the gap between the two variables.
- c) Fellow researchers will have literature readily available about supplier development and quality management.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter looks at what some researchers wrote about supplier development and quality management. It consists of the concept, the benefits the various measures of supplier development and quality management plus the effects of supplier development on quality management.

2.1 Supplier development

Supplier development is defined as the reinforcement of innovative behaviours to improve quality and to produce new products that can be achieved through close cooperation and intention between suppliers and the customers (Malcolm 1997).

It also consist of a range of activities integrated into a relatively seamless whole to ensure better quality (Wells 2006)

2.1.1 Supplier development process

Lysons (2006), about the process that may differ according to the organization, the process is oriented and involves nine steps as follows

STEP 1: Identify the critical products development

An organization needs to identify critical products for development when carrying out supplier development, may be assuring from world class supplier due to effective supplier selection decisions, therefore mangers much analyze their situation to determine whether to carry out supplier development and if so which product requires attention.

STEP 2: Identify critical suppliers

Identify critical suppliers whoa re capable of providing what 's required, most organizations monitor supplies form best or worse, those suppliers that met minimum requirement are the candidates for development.

STEP 3: Supplier appraisal

It may arise when a prospective vendor applies to be the buyer's approved list and also in the course of negotiation when the buyer wishes to assure himself/herself that a supplier can meet requirements reliably.

STEP 4: Determine the gap between the present and the desired supplier performance

In supplier development process, gap analysis involves in identifying the difference between the current and a desired business situation, it is very important to recognize the gaps may be considered from a supply side as well as a demand side perspective. Furthermore there may also be combined gaps such as the level of collaboration or where the level of purchaser – supplier relationship satisfies neither party.

STEP 5: Form cross- functional development

Before approaching asking for improvement it begins from within through "buyer focused activities that is the buying company must have it sown house in order" before expecting commitment and cooperation from the supplier development teams after including members from the engineering quality and purchasing.

STEP 6: Meet with supplier top management team

After cross- functional supplier development is formed then meet top management team of suppliers, after the team's mission is established and appropriate suppliers identified for improvement by approaching the supplier 'top management with a good business case for improvement.

STEP 7: Agree how the perceived gaps can be bridge

This is done after identifying specific improvement projects to pursue, the parties must identify the type of requirements needed to go on with the organization, the parties also need to get an agreement regarding the specific measures that will indicate success for example improving in cost saving, delivery time improvement to mention but a few

STEP 8: Deadlines for achievement of improvement

At meetings with the supplier's management, executives should identify areas for improvement and set deadlines for achievement and companies adopting a strategic approach to supplier development can usually agree and set deadlines on areas of improvement.

STEP 9: Monitor Improvement

The progress must be monitored overtime after initiating a development project, it can be achieved by creating visible mile stones for objectives are monitored and achieved then precede with other activities.

However, once the process is achieved by the organization then the output will be of good quality thus the supplier development process is an important consideration in quality management.

Supplier development is proactive and seeks new ideas and opportunities before they become problems or situations that have to be reacted to, some examples include;

Conducting training programs

Conducting training programs to suppliers in the best practice approaches will help the suppliers to get more skills of what to do.

Increase performance goals

Performance goals should be increased with suppliers for example to cut waste and improve delivery.

Providing equipment

Providing equipment to suppliers either in form of loaning equipment at a peppercorn rate or selling it, like 1\$

Enhance relationship

Enhancing working relationships with suppliers by communication and team building events.

Competitiveness

When an organization supplies from different suppliers different then there will be competition between the two since they want to do more than the other to become the best.

Organization's demands Handi field (1999)

Increased information sharing

Development of suppliers appears to have an signifying impact on the amount of the information shared between the buying organization and its supply network (Ell ram 1991).

Suppliers are able to share information about their product where they are forecasted and scheduled (Jessop 1997)

Saves time and speed

Organizations with supplier development have got a shorter lead –time and delivering time because of; improved forecast that which gives the supplier increased visibility into the organizational needs and allows them to stock the necessary inventory to fulfill the or.

2.1.3 Challenges of supplier development

Supplier development is a key strategic factor for creating better quality of the organization goals such as increased profitability, better customer care, however, it has got challenges which do to enable it to have the motioned benefits, challenges are as follows;

Inefficient buyer –supplier relationship/trust

Its one other challenge that suppliers may not share information on costs, process because there is not rust among them.

Inefficient support form the top management

It's the major challenge of supplier development, when suppliers are not given a go ahead from the top mangers the they will not be motivated, it's said that some mangers have not supported supplier development (Monckza et al 2005).

Inefficient supplier commitment

Supplier development is carried out to enhance the level of quality, which puts more pressure on the suppliers to invest in things like training technology and other more facilities and such costs might not be favorable to the cash flow of some suppliers which brings about reduced supplier commitment.

Inflexibility

It's not flexible enough to allow changes that might be needed to be done in the organization that they get being forced to continue carrying the same thing.

Poor alignment of organizational culture

Today's business operation have venture into the ideological world where people are divided on issues like human rights and the protection of the environment (Wells 1990).

Inefficient skilled suppliers

Its one of the most challenging problems affecting supplier development, those suppliers whoa re capable of providing the required quality of the organization like delivering on time and achieving the organization goals and objectives (Lysons and Gillingham 2003).

Suppliers lack the required information system

Direct electronic data interchange is needed by suppliers, accurate information is critical to decision making and ultimate to improve performance, which may decline if there's no required information systems

2.2 Quality management concept

Quality assurance is the ability to take network/devise specific metrics and correlate them into customer specific metrics using existing system such as performance management.

IBM soft ware group (2006), defined quality management as the basic concept for understanding of quality form the customer perspective and how one is able to monitor each.

And also as a way to monitor specific quality end—to end for the purpose of better understanding of the user experience (Harrington 1996).

2.2.1 Theories of quality management

1) Total quality management (TQM)

Total Quality Management As another quality theory is discussed by philosophies (quality leaders), who said that quality must be a total effort involving all employees of the organization as well as suppliers and customers. Total quality management is a term that has become popular to describe a comprehensive view of quality management. And companies that subscribed to succeed in TQM have been honoured by awards for example Deming Price and Malcolm National Quality Award, Japanese Union (since 1951).

PRINCIPLES OF TOTAL QUALITY MANAGEMENT

Its an integrative management concept for continuously improving the quality of goods delivered through the participation of all levels functions of the organization, TQM's success deeds on the genuine commitment to quality of every members of the organization and some of the benefits of TQM include;

Enhancing quality of goods

Improve productivity

Reduce work in progress

Better utilization of resources

Improving customer service and delivery time

Reducing waste and inventory thus reducing cost

Total quality management incorporates several dimensions, the design of products that meet customer's needs, the customer is the driving force behind quality of design. Customer satisfaction is based on their subjective comparisons between expectation and the actual quality of the customer. TQM essence is continuous improvement through collaborative efforts across functional boundaries and between organizational levels with the ultimate goals, Feignbaum defined four characteristics of total quality system;

It presents a point of view for thinking about the way quality works.

It represents the basis for the deeply thought documentation

It is a foundation for making the boarder scope quality activities of the company manageable.

It is a basis for systematic engineering of order- of –magnitude improvements throughout the major quality activities of the company.

The principles of total quality management are embodied in the strategies and leadership philosophies for example the total quality philosophy at Procter and Gamble focuses on delivering superior consumer satisfaction and boils down to four principles;

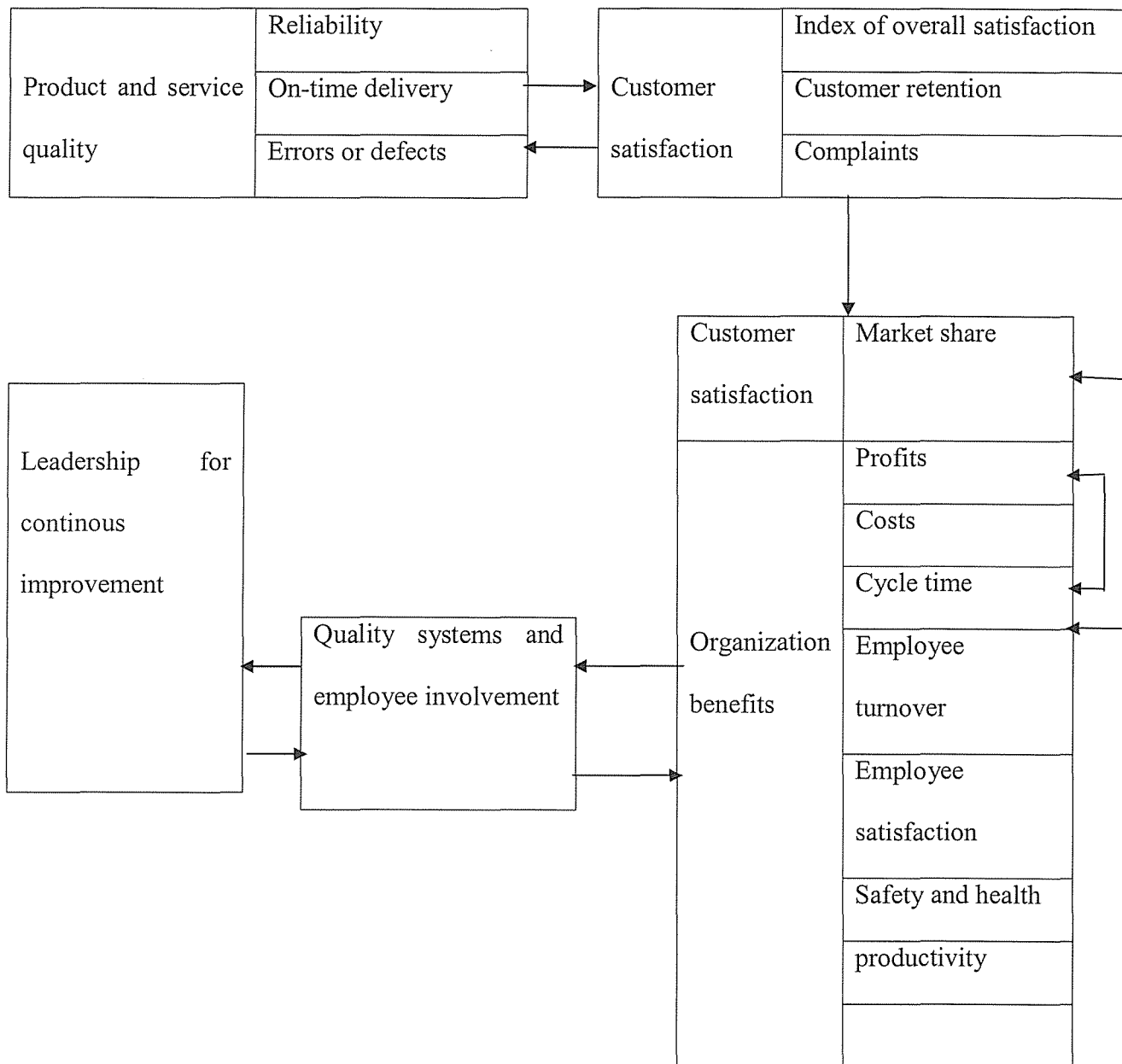
Really know our consumers and customers: know these who resale out product ad those who finally use them then meet their exceptions.

Do right things right: it requires hard data and sound statistic analysis to select the right thing.

Empower people: it means removing barriers and providing a climate that's favourable for everyone to enable them contribute.

Concentrate on improving on systems: to achieve superior customer satisfaction we must continually analyze and improve the capability of our basis business system and sub systems.

TOTAL QUALITY MANAGEMENT MODEL



2) MICKNNEY'S MODEL

Waterman quoted McKinney's 7s model of quality which 7s include, shared values, style, skill, staffing, structure, system, and below is the detail of the model;

System

It's the development of procedures, information flows and the facilitation of e- procurement, its critical because a growing organization with developing procedures indicate quality growth, reliable products needed by the customers hence making the company's work easier.

Strategy

Strategy is defined as the company's game plan for achieving its goal, an organization clearly defines its objectives and strategies then finally communicates them to suppliers.

Skills

It's the development of staff knowledge and competence relative purchasing and the sharing of such knowledge and competence with both internal and external suppliers in order to provide what is expected from them and the employees who have the skills needed to carry out the company's strategy.

Style

Its explained as the building of supplier goodwill and cooperation by creating good supplier relationship based on trust courtesy, information sharing and adherence to ethical principles.

Staffing

It means that the company hires able people, trains them well and assigns them to the right jobs to avoid confusion in different departments of the organization.

Shared values

Its important to share the corporate ways in which things are done around, (Lysons 2006), further more shared valued mean that the employees share the same guiding values (Kotler)

Structure

The study of management practices found that superior performance overtime depended on flawless execution company culture based on aiming high and most important is the structure that is flexible and responsive which brings about quality.

2.2.2 MEASURES OF QUALITY MANAGEMENT

Berry (argues that product can rank on one measure of quality and low on the other, they include: reliability, assurance, serviceability, conformance responsibility, durability, performance, different measures have been brought out by different authors as follows; ***Conformance***

Abu (2004) argues that another aspect to consider when measuring quality is conformance of the product although it's difficult to some extent, he further noted that it relates to the degree at which a product meets pre- established specifications and product and a product is said of high quality if the project uses over its intended operation cycle it deteriorates.

Responsiveness

Its defined as the ability of service provider to customer needs on timely basis, employees tell customers exactly when service will be performed and the product performs as expected and what the customer want (Berry 1993)

Durability

It reflects the length of time the product takes in use replaced by another which product is said to be durable when it taken\ long to deteriorate performance to stop operation completely, a durable product is said to be looked at as of quality unlike that product that's not durable

Serviceability

It includes cost, speed and convenience, its an important measure to be put in consideration when carrying out a supply chain management under quality management for better performance.

Reliability

Kakuru (2004) argues that it's the ability to perform accurately, it reflects the probability of the product deteriorating, Reliability of quality aids organizations in carrying out supplier development which eventually.

2.2.3 BENEFITS OF QUALITY MANGMENT

Today consumers are influenced by three factors which are quality, price, availability (Garvin 2003). According to the different authors quality is important because it affects the organization in different ways and below are some of the benefits of quality management;

Liability

Organizations must pay special attention to their potential liability due to damages resulting form either faulty poor workmanship (Berry 1993)

Productivity

Poor quality management can adversely affect productivity during the manufacturing process, if the past are defective and have to be reworked, similarly poor quality in terms of tools and equipment can lead to damages and defective output. (Khalidah Abu 2004).

Image

Garvin (2003) noted that failure to develop adequate attention to quality it can damage the organization's image and perhaps lead to a decreased share of the market.

Cost

Poor quality management increases certain costs incurred by the organization, they include scrap, rework costs, warranty costs, replacement and repair costs, after purchase and other costs incurred in transportation inspection in the field and discounts used to offset quality. Furthermore he argues that quality management also has international implications if accompany is completely effective in the world market, its products must compare favorably with its

competitors products in terms of price, availability, and quality. But if quality management is handled properly it saves the organization from costs.

2.3 EFFECT BETWEEN SUPPLIER DEVELOPMENT AND QUALITY MANAGEMENT

This section reviews the concept of how supplier development contributes to effective quality management in purchasing organizations.

Lysons (2006) argues that during the last decade, most organizations and their suppliers have become much more competent because of increased supplier development. Due to it means that effective supply of quality output and supply management will be more critical to quality, delivery and cost performance as a result of that performance will improve which will be a positive impact of quality to the organization.

Supplier development is a process that contributes to quality management and organizational competitiveness positively in the way that the organization concentrates on developing their suppliers as core activity, and when an organization develops its suppliers much of the resources and time will be dedicated which will be a negative impact though it will help in impacting of skills to provide better quality (Wong 1990).

Supplier development is a critical issue for coordination actions of units like inventory levels and productive levels in the supply chain, therefore new business practices and supplier development makes the coordination closer, reduces uncertainties in supply chain hence a positive impact.

Cousins (1999) noted that supplier development is a process which contributes to the organization's competitiveness positively in a way that it provides an opportunity to access expertise not otherwise available; organizations may not have skilled suppliers on certain projects hence a negative impact of supplier development.

Supplier development is one way of building quality and makes it possible to introduce new innovations which create better quality to compete favorably by its competitors in supply chain design hence a positive impact.

Sharing information is increasingly becoming vital in supplies of a organization, therefore results into better quality output from suppliers, when suppliers and customers share information about tier research and development expenditures, it encourages the suppliers to invest in customers future supply chain needs which eventually leads to an improvement in quality products hence a positive impact.

Paddy (1998) added that supplier development is not only a technique but also a method which is used by developed suppliers to have better quality and perform better hence positive impact.

Lysons argues that poor quality products by the organization due to lack of skilled suppliers which leads to poor performance in the supply chain design therefore suggested that supplier development is important which makes it to compete favorably, he further emphasizes that good supplier development aids quality, fast delivery, matches competitiveness priority and also in carrying out quality which eventually improves the performance of suppliers as a whole hence a positive impact.

Supplier development as a process has a negative impact because it needs to be studied deeply that there is too much research needed in order to get what is really about supplier development.

However supplier development doesn't only create quality but also its negative side leads to long lead time in the whole process, much costs incurred when carrying supplier development (Watts 1999) so it's important to note that the suppliers have an impact on quality of the end product either positive or a negative impact.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter will present the methodology against which the study will be conducted; it contains the research design, type of data, sources of data collection methods, data processing and analysis plus the limitations of the study.

3.1 Research Design

The case study research design will be used where both descriptive and analytical approaches will be under taken in this study. This is because under some instances the researcher will be involved in analyzing different literature of different authors on the subject matter, while on the other hand the researcher will describe further some items of the data so as to come up with meaningful conclusions.

3.2 Type of Data

The type of data to be used will be mainly secondary data; this is because the study bases on already existing data.

3.3 Source of Data

The source of data will be mainly secondary data; researchers will review different documents including journals, articles, text books and other library sources that talk about supplier development and quality management.

3.3 Population

The study focuses mainly on supplier development and quality management. The population includes the managers and staff members. The total number of the staff and managers combined is 300.

3.4 Sample Size

Out of the 300 members of lake land holding limited, 25 of them will be chosen to assist the researcher while carrying out the research.

3.5 Sample Procedure and Design

While carrying out research, the researcher selected managers and staff as the respondents. These will be put in stratus because not all the 300 members can be interviewed. After laying the respondents in stratus. I then carried out a proportionate sampling. A sample of 25 respondents will be selected using scientific methods. On the basis of the stratum, simple random sampling will then be employed to select which respondent will be interviewed. The chosen respondent was asked first to which tier he or she associates so as to avoid interviewing more than the selected number of respondents. All the information got was recorded down for referencing during the course of the research.

3.6 Methods of Data Collection

Both secondary and primary data were used to compile this research. The data was collected using the interviewing and questionnaires methods with the help of the manager and staff members. However, documentary review was also used through consultation about research from text books and journals.

3.7 Measurements of Variables

All items measuring supplier development and quality management were measured via five-point bipolar scales with scale poles ranging from strongly agree to strongly disagree (strongly agree, agree, not sure, disagree and strongly disagree).

3.8 Data Processing

3.8.1 Editing

The information obtained was edited to detect and eliminate errors and identify the vital information required.

3.6.2 Coding

This helped categorizing data in respect of the study objective and subject matter information was processed by the use of computer programmes such as micro soft word.

3.4 Data Presentation and Analysis

Data from various sources will be sorted, edited, organized and interpreted in relation to the study variables. This will be aided by use of computer programmers like ms word. Study attributes will be used to discover the relationship between supplier development and quality management.

3.5 Limitations of the Study

The researchers are most likely to be faced by the following limitation;

- i) Limited access to some data about study variables because most of the journals and websites need password to be accessed.
- ii) Time will be insufficient time as the study will be conducted alongside attending lectures among other commitments.
- iii) Limited funds to facilities the study especially visiting internet cafes, printing, typing costs among others,
- iv) Lack of storage devices like flash disks and floppies and also viruses which may distort data collected.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF THE FINDINGS

4.0 Introduction

This chapter presents the analysis, presentation and interpretation that provide answers in line with the research question; it consists of sections A,B,C and D.

4.1 Objectives of the study

- i) To investigate supplier development in Uganda breweries limited.
- ii) To find out the objectives and the challenges of supplier development in Uganda Breweries Limited.
- iii) To establish the measures to put in place or quality management in Uganda Breweries Limited.

4.2. Arrangement of the findings

Section A, presents the general information of the respondents.

Section, presents the benefits and the challenges of supplier development

Section C, presents the benefits and measures of quality management

Section D, presents the effects of supplier development on quality.

SECTION A

4.3 General Information about the respondents

4.3.1 Gender

Category	Frequency	Percentage
Male	15	60
Female	10	40
Total	25	100

Source: Primary Data

The table above shows that the male respondents are more than the female respondents which is 15 by 10 respective which means that the organization consists of both males and female.

4.3.2 Age

Category	Frequency	Percentage
15 -25	2	8
25 -35	10	40
35 -45	10	40
45 and above	3	12
Total	25	100

Source: Primary Data

From the table above, most of the respondents are above 25 which imply that they are grown that they capable of working in that organization and that they can do their work properly and that they gave me reliable information.

4.3.3 Level of education

Category	Frequency	Percentage
Advanced	0	0
Diploma	10	40
Degree	10	40
Masters	5	20
Total	25	100

Source: Primary Data

According to the table above, most of the respondents were educated and this implies that they gave me reliable information/data since they passed through the education system that knows what they do.

4.3.4 Tenure in office (how long they have worked in the organization)

Category	Frequency	Percentage
2 years	2	8
3 -5 years	6	24
5 -10years	10	40
10 -15 years	5	20
15 years	2	8
Total	25	100

Source: Primary Data

The table above shows that the respondents have worked in the organization for more than three years which implies that they know the organizational system and how things are done in the organization and therefore their information will be reliable.

SECTION B

4.4 Supplier Development

4.4.1 Does your organization carryout supplier development?

Category	Frequency	Percentage
Yes	15	60
No	5	20
Not sure	5	20
Total	25	100

Source: Primary Data

According to the table above, majority of the staff agreed that the organization carries out supplier development which is presented by 60% therefore the information given is to help me analyze supplier development, which includes benefits and challenges of supplier development.

How do you carry out supplier development?

4.3.3 Level of education

Category	Frequency	Percentage
Agree	10	40
Strongly agree	10	40
Not sure	5	20
Disagree	0	0
Strongly disagree	0	0
Total	25	100

Source: Primary Data

According to the table above, all the respondents agreed 80% that the organization benefits from supplier development, which benefits include increased competition among the suppliers, shorter

lead time, improved technology, synergy, developed supplier base, saves time, increases information sharing and improves quality levels which is the most important hence its important to carry out supplier development because of the benefits that are got afterwards.

4.4.3 Does your organization face challenges when carrying out supplier development?

Category	Frequency	Percentage
Agree	10	40
Strongly agree	10	40
Not sure	3	12
Disagree	2	8
Strongly disagree	0	0
Total	25	100

Source: Primary Data

From the table above, most of the respondents agreed that the organization faces challenges when carrying out supplier development which is 80% and the challenges include poor alignment of the organizational culture, inefficient buyer-supplier trust /relationship, inefficient top management support, inflexibility, limited skilled suppliers, lack of the required information system, inefficient supplier commitment hence although the organization benefits from supplier development it also faces challenges when carrying it out.

4.4.4 How the above challenges are overcome

4.3.3 Level of education

Category	Frequency	Percentage
Through conducting training programs	10	40
Through providing equipments	5	20
Through increasing performance	5	20
Through enhancing relationship	5	20
Total	25	100

Source: Primary Data

According to the table above, the respondents agreed that the above challenges can be overcome through the following ways; through conducting training programs (40%), through providing equipments (20%), through increasing performance (20%), through enhancing relationships (20%).

SECTION C

4.5 Quality management

4.5.1 Does supplier development lead to quality management in your organization?

Category	Frequency	Percentage
Yes	20	80
No	0	0
Not sure	5	20
Total	25	100

Source: Primary Data

From the table above, the respondents agreed that supplier development leads to quality management that 80%, which means its important to carry out supplier development since it leads to quality management.

4.5.2 Does your organization get the following benefits of quality management?

Category	Frequency	Percentage
Agree	10	40
Strongly agree	10	40
Not sure	5	20
Disagree	0	0
Strongly disagree	0	0
Total	25	100

Source: Primary Data

According to the table above, the respondents agreed that the organization benefits from quality management as presented by 80%, the benefits include good organizational image, liability, reduces costs, improve productivity hence its important to manage quality.

4.5.3 What measures lead to quality?

Category	Frequency	Percentage
Durability	10	40
Responsiveness	5	20
Performance	5	20
Reliability	2	8
Serviceability	3	12
Conformance	0	0
Total	25	100

Source: Primary Data

According to the table above, the respondents agreed that the organization considers measures in quality management and that the measures lead to quality as presented by 80%, some of the measures include durability with the highest of (40%), performance with (20%), features, responsiveness (20%), serviceability (12%), conformance which implies that the output must be of good quality because of the measures considered when managing quality.

SECTION D

4.5.4 Does supplier development impact on quality management?

Category	Frequency	Percentage
Yes	15	60
No	7	28
Not sure	3	12
Total	25	100

Source: Primary Data

From the table above most of the respondents agreed that supplier development impacts on quality management as presented by 60%, which implies tat supplier development impacts quality management negatively and positively.

4.5.6 What are the positive and negative impacts of supplier development on quality management?

Category	Frequency	Percentage
Longer lead time	5	20
Builds quality	5	20
Introducing of new innovations	5	20
Reduces uncertainties	5	20
Fast delivery	5	20
Total	25	100

Source: Primary Data

From the table above, all of the respondents agreed that supplier development have positive and negative which is presented by 100, which implies that although supplier development has benefits, it has negative impact which include longer lead time (20%), and positive impacts; builds quality (20%), introducing of new innovations(20%), fast deliveries (20%), reduces uncertainties (20%).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

The purpose of this study was to find out how supplier development affects quality in Uganda breweries limited, guided by the objectives and the purpose of the study, in this chapter conclusions and recommendations are drawn and further areas of study for research are identified.

5.1 Summary of the findings

This chapter presents a summary of the findings from the study

Supplier development

The study findings indicated that Uganda Breweries Limited carries out supplier development to manage quality and that supplier development has really been beneficial to the organization and some of the benefits of supplier development include improvements in deliveries of products, improved technology, increased information sharing and improved quality which is the most critical and results from increased skills impacted in suppliers and involvement with suppliers which build good will, although supplier development has benefits it brings to Uganda Breweries Limited on the other hand it has challenges that it faces when carrying out supplier development which of them include inefficient skilled suppliers, inefficient buyer-supplier trust, poor alignment of organizational culture, inefficient top management support, however those challenges can be overcome through the following ways; conducting training programmes, providing equipments, enhancing relationship, increase performance.

Quality management

Quality management has also got benefits which include productivity, cost, image and measures which include performance serviceability, durability, responsiveness, reliability.

Effects/impacts of supplier development of quality management

Supplier development has got both negative and positive impacts on quality and the positive impacts include builds quality, introducing of new innovations, fast deliveries, reduces uncertainties and negatively it supplier development leads to long lead-times.

5.3 Conclusion

In conclusion, although supplier development has challenges which include; inefficient skilled suppliers, inefficient buyer-supplier trust, poor alignment of organizational culture, inefficient top management support, however those challenges can be overcome through the following ways; conducting training programmes, providing equipments, enhancing relationship, increase performance, however supplier development is very important to be carried out because of the benefits it brings in the long run which include increased access to technology, develop supply base, increase competitiveness, synergy, increased quality hence quality management).

5.3 Recommendations

The researcher provides that contributions that supplier development brings, policies and guidelines should be put in place to encourage organizations to develop their suppliers, training session should be conducted to improve skills, good research teams should be put in place to go out and find out how other organizations are operating and see whether it can be incorporated in their organization.

Top management should be committed to support supplier development, it will be done through providing resources required like finances, time, training and others. Therefore its upon the organization to implement supplier development to achieve better quality /output.

Communication should be taken serious because it helps to inform other staff on what's taking place in the organization since the research shows that some of the staff did not know /were sure whether supplier development is carried out its impacts, benefits and challenges that the organization faces when carrying out supplier development.

The challenges that the organization faces when carrying out supplier development can be overcome through the following ways; conducting training programmes, providing equipments, enhancing relationship, increase performance.

The organization should follow the supplier development process when carrying out supplier development which process include; identify the critical products to be developed, identify the critical suppliers, supplier appraisal, determine the gap between the present and the desired supplier performance, form cross functional development, meet with supplier top management team, agree on how the perceived gaps can be bridge, set deadlines for achievements, monitor improvement.

5.4 Areas for Further research

In the view of limited scope and limitations of the study, the researcher found out that there are other areas that need more attention in addition to the challenges of supplier development. The research should also be directed towards effects/impact of supplier development on quality management and the relationship between the two variables.

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APPENDIX A: QUESTIONNAIRES

RESEARCH QUESTIONNAIRE ON SUPPLIER DEVELOPMENT AND QUALITY MANAGEMENT IN AN ORGANIZATION

TOPIC: SUPPLIER DEVELOPMENT AND QUALITY MANAGEMENT IN UGANDA BREWERIES LIMITED

I am a student of Kampala international University pursuing a degree in supplies and procurement management conducting a research study on supplier development and quality management in Uganda breweries Limited, the study is meant to find out the benefits, challenges and the effects of supplier development and quality management in the organization.

I have chosen you because you have the information that I need and this information s entirely for academic purposes.

SECTION A

1. Gender
a) Male ☐ b) Female ☐
2. Age
a) 15 -25 ☐ b) 25 -35 ☐ c) 35 -45 ☐ d) 45 and above ☐
3. Level of education
a) Advanced certificate ☐ b) Degree ☐
c) Diploma ☐ d) Masters ☐ e) Others.....
4. For how long have you worked in the organization?
a) 2 years ☐ b) 3 – 5 years ☐ c) 5 -10 years ☐
d) 10-15 years ☐ e) 15 and above ☐

SECTION B

5. Does the organization carryout supplier development?

a) Yes ☐ b) No ☐ c) Not sure ☐

6. How does your organization develop supplier?

.....

What are benefits does your organization get from suppliers development?

Benefit	Agree	Strongly agree	Not sure	Disagree	Strongly disagree
7. Increased competitiveness					
8. Shorter lead- time					
9. increased access to technology					
10. Improved quality					
11. Saves time and speed					
12. Synergy					
13. Increases information sharing					

What challenges does your organization face when carrying out supplier development?

Challenge	Agree	Strongly agree	Not sure	Disagree	Strongly disagree
14. Inefficient management support					
15. Inefficient buyer-supplier relationship					
16. Limited skilled suppliers					
17. Poor alignment of organizational culture					

Ways how the above challenges can be overcome

Ways	Agree	Strongly agree	Not sure	Disagree	Strongly disagree
18. Through conducting training programs					
19. Increase performance					
20. Providing equipment					
21. Enhancing relationship					

SECTION C

22. Does supplier development led to quality management in your organization?

a) Yes ☐ b) No ☐ c) Not sure ☐

What benefits does your organization get from quality management?

Benefit	Agree	Strongly agree	Not sure	Disagree	Strongly disagree
23. Good image					
24. Reduce costs					
25. Improve productivity					
26. Liability					

27. Which of the following measures mean quality?

Measure	Agree	Strongly agree	Not sure	Disagree	Strongly disagree
Durability					
Responsiveness					
Serviceability					
Reliability					
Performance					
Conformance					

SECTION D.

28. Does supplier development impact n quality management?

a) Yes ☐ b) No ☐ c) Not sure ☐

What are the impacts of supplier development on quality management?

Positive impact	Agree	Strongly agree	Not sure	Disagree	Strongly disagree
29. Good quality					
30. Fast delivery					
31. Leads to competition					
32. Long lead time					
33. Reduce uncertainties					

APPENDIX B: BUDGET

ITEM	AMOUNT	ITEM	QTY	RATE	AMOUNT
Money needed	200,000	Stationary			
		Duplicating paper	I Ream	10,000	10,000
		Typing		30,000	30,000
		Printing		10,000	10,000
		Internet		30,000	30,000
		Binding		10,000	10,000
		Sub total			90,000
		Transport			80,000
		Meals			30,000
		Sub total			110,000
Total	200,000				200,000

APPENDIX C: TIME FRAME

PERIOD	ACTIVITY
December 2010 – January 2011	Writing a proposal
January -February 2011	Pre-testing research instruments
February – March 2011	Data collection
March -April 2011	Data analysis
April 2011	Report writing and submission