

**THE IMPACT OF DIGITALIZATION ON EFFICIENCY OF PROCUREMENT
FUNCTION IN ORGANIZATIONS: CASE STUDY OF JUMIA UGANDA**

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DECLARATION.

I, ISINGOMA KEVIN WAMANI, declare to the best of my knowledge that this work is original and has never been submitted to any university or institution of higher learning for any award.

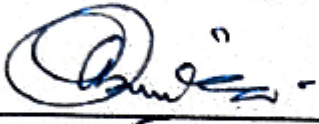
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APPROVAL PAGE

This Research report has been done under my supervision.

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ABSTRACT

This study examined the impact of digitalization on the efficiency of procurement functions, Jumia as the case study. The research analyzed how digital tools and systems were integrated into the procurement process and evaluated their importance in increasing procurement efficiency, cost effectiveness, and overall organizational performance. The study also discussed the problems faced by Jumia in adopting and implementing digital procurement solutions.

The research adopted quantitative research approach, using questionnaires to collect data from members of Jumia Uganda. The data was analyzed to identify patterns and develop conclusions about the influence of digital procurement on the organization's efficiency and performance.

The findings showed that digital procurement technologies greatly streamlined procurement procedures, promoted faster decision-making, improved accuracy, and increased supplier relationship management. Nevertheless, problems such as poor internet infrastructure, high capital required, resistance to change, and data insecurity problems were noted as challenges to effective digital procurement adoption.

The research also showed that as digitization had a positive influence on procurement efficiency at Jumia, solving the identified problems was important for realizing the benefits of digital procurement. Recommendations include improving infrastructure, cutting costs, enhancing data security, and implementing change management training.

This study contributed to the understanding of digital procurement's role in today's procurement functions and gives insights to companies aiming to boost their procurement efficiency through digitalization.

CHAPTER ONE

1.0 Introduction

Chapter one presents the background of the research, the statement of the problem, the objectives of the study plus the research questions and also the significance of the study and the limitations of the research.

1.1 BACKGROUND OF THE STUDY

In Uganda, as in many other developing countries, procurement has played a significant role in enabling economic development. However, the traditional manual and paper procurement and old logistics processes persisted in the developing countries, often resulting in delays, inefficiencies plus and increased prices as stated by (Kiggundu, 2019) that in recent years, there has been a growing understanding of the potential benefits of digitization in improving efficiency & effectiveness.

Digitalized procurement involves the use of digital technology to enhance and automate procurement functions. This included e-procurement systems like eGP of URA and KCCA, which facilitated digital buying and selling, tendering plus online bid submissions, thereby reducing the need for paper transactions and increasing the speed and efficiency of procurement activities. For example, electronic bidding platforms like the eGP gave supplier suppliers the ability to submit offers online, which could be examined quickly compared to older ways as stated by (Mugisha, 2017).

The Government of Uganda had realized the importance of digitization in improving procurement processes and reducing corruption in public procurement. The Electronic Government Procurement systems have been established to automate procurement processes, promote transparency, and improve administration as stated by (Kabwama, 2020). The e-GP mixed functions such as online tender announcing, bid submissions, and bid reviews all automated, which helped minimize physical and potential biases.

Also in the commercial sector, firms were embracing digital technology to optimize their logistical operations and gain a competitive advantage in the market as stated by (Nuwagaba, 2021). Digital supply chain management tools, such a monitoring and tracking systems, have helped maximize transportation routes, reduce lead times, and minimize holding costs. These solutions provided

improved visibility into the supply chain, enabling better decision making and enhancing overall efficiency as stated by (Ssemakula, 2019).

Procurement efficiency is important for Uganda's growth, particularly in delivering governmental services and infrastructure. Efficiency in procurement involves achieving the best value for money, ensuring timely delivery of goods and services, and maintaining visibility throughout the procurement process. Regardless of this recognition, Uganda has faced challenges such as corruption, inefficiency, and lack of transparency. Transparency International's report highlighted extensive corruption in Uganda's procurement sector with bribery and favoritism, which underlooked the systems integrity as stated by ("Global Corruption Barometer - Africa 2019").

In order to address these challenges, the country undertook various actions to strengthen its procurement framework and enhance efficiency. The PPDA act was established in 2003 to regulate and manage public procurement operations in Uganda. The government also embraced technology to improve its procurement processes and efficiency. The introduction of electronic government portals also facilitated electronic bidding, online tendering, and transparent procurement transactions as stated by (Kabwama, 2020).

Improving procurement efficiency in Uganda was important for consistent development, especially with challenges of corruption. Strategic sourcing techniques, effective contract administration, streamlined inventory management, effective supplier relationship management, regulatory compliance and transparency were key measures, these procedures not only mitigated risks like bribery and favoritism they also ensured the monitored use of public resources and also built a good public view as people gained trust as stated by Mugisha, 2017 and Nuwagaba, 2021. Through addressing these aspects of procurement efficiency, Uganda could maximize the full potential of digitalization and create a way for stable development and economic growth (Ssemakula,2019 Nabatanzi,2021).

Summing it up, there was an increasing demand for studies to assess the influence of digitalization on procurement efficiency and by investigating the drivers, challenges, and outcomes of digital transformation, research could provide valuable knowledge to law makers and other stakeholders, enabling them to embrace the full potential of digital technologies to enable development and economic growth in Uganda.

The background of this research showed the importance of digitization in procurement, with a specific focus on Jumia, which had started using digital technologies to enhance its operations. The challenges faced by Jumia Uganda in adopting digital procurement systems, such as poor internet connectivity plus a lot of capital required, together with the research gaps identified. By examining Jumia Uganda's experiences and strategies for addressing these challenges, this

study aimed to add on the existing knowledge about digitalization in procurement. The research questions were therefore designed in focusing on Jumia's adoption of digital tools and technology, the challenges it encountered and overcame, and the benefits it saw from digital procurement. This study aims to provide conclusions and recommendations for law makers, and other stakeholders in Uganda's procurement and logistics sector.

1.2 Statement of the Problem

The growing realization of digitalization's benefits in procurement and logistics management show an important research gap in its impact and efficiency in Uganda. Digital technology has the ability to streamline procurement processes, reduce costs, and enhance transparency. However, their adoption and implementation in improving procurement and logistics operations remains limited in most organizations.

Significant challenges include limited access to better internet , huge amounts of capital required, low skilled labor, resistance to change, data insecurity, regulatory compliance, corruption, lack of transparency, and limited support from top level management.

Solving these challenges is key to realizing the potential benefits of digital procurement, such as increased efficiency, cost savings, and improved transparency. More research is needed to explore strategies for overcoming these challenges, assess the actual impact of digital technologies on procurement efficiency, and provide recommendations for law makers and other stakeholders in Uganda.

Recent studies show evidence from developed countries, often ignoring developing nations. There is limited knowledge on how digital technologies are being adopted, implemented, in developing countries like Uganda, this gap in research limits the realization of digital technology benefits in streamlining processes, reducing costs, and enhancing transparency within the developing countries.

1.3 Main objective of study To investigate the impact of digitalization on the efficiency of the procurement function

1.4 Objective of the study

1. To find out the specific digital tools and technologies being utilized for procurement processes at Jumia Uganda

2.To find out the challenges hindering the effective adoption and implementation of digital procurement solutions at Jumia Uganda.

3. To examine the potential benefits and outcomes of integrating digital technologies into procurement processes at Jumia Uganda.

1.5 Research questions

1. What are specific digital tools that are used to improve the procurement processes in Jumia Uganda?

2. What are the challenges experienced by Jumia Uganda when implementing digital procurement?

3. What are the benefits of digital procurement in terms of cost savings, transparency, and efficiency in Jumia Uganda?

1.6 Significance of study

The significance of this study lay in its potential to contribute valuable insights to the field of procurement and logistics management in Uganda. By examining the impact of digitalization on procurement and logistics efficiency, the research aimed to inform organizations, policymakers, and other stakeholders about the benefits and challenges associated with adopting digital technologies. Understanding the significance of digital transformation in improving operational performance and competitiveness helped organizations make informed decisions regarding the investment in and implementation of digital solutions. Additionally, the findings of the study guided the development of tailored strategies and best practices for optimizing the adoption and utilization of digital technologies, thereby enhancing procurement and logistics management practices in Uganda and contributing to the country's economic development and growth.

1.7 Scope of study

1.7.1 Subject Scope

My research focused on Jumia, an e-commerce organization operating within Uganda's retail sector. Jumia Uganda provided a comprehensive platform for online shopping, covering a wide range of products and services ranging from electronics to clothing's and so much more

The procurement department unit of Jumia was where I put my major focus of the study. It includes procurement managers, logistics officers, supply chain managers, and IT professionals who were directly involved in the procurement processes of the organization.

By narrowing down the scope to Jumia, the study aimed to provide a detailed and focused analysis of the procurement and logistics management practices within the context of e-commerce operations in the country.

1.7.2 Geographical scope

The geographical scope of the study focused on the operations of Jumia within the borders of Uganda even if Jumia operates in multiple countries across Africa, including Nigeria where it originated from, focusing only on Jumia Uganda ensured a localized study of procurement and practices within the specific context of the Ugandan market boundaries.

By focusing the geographical scope to Uganda, the study aimed to provide conclusions and recommendations that were directly applicable to the local business environment, regulatory frameworks, infrastructure, and socio-economic factors influencing procurement and logistics operations within the country.

1.7.3 Time scope

The time scope of the study starts from the past five years. This time bracket gave us the ability to analysis the recent data and trends in Jumia's procurement and logistics management practices without going too far back into historical data

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In the current years, the adoption of digital technology has transformed different aspects of the business world including the various procurement processes. The mixture of digitalization in procurement has potential of enhancing efficiency, reducing costs, and improving performance. This literature review aims to explore the already existing research on the impact of digitalization on procurement efficiency, focusing on key theory perspectives and numerical evidence present.

2.2 Theoretical Framework

2.2.1 Transaction Cost Theory.

Transaction Cost Theory gives valuable insight into how digitalization influences procurement efficiency through examining the costs associated with transactions between suppliers and consumers as stated by (Williamson, 1985), according to the theory, transaction costs encompass not only the price of the purchased goods or services but also the costs incurred in searching for suitable suppliers, negotiating contracts, and monitoring and enforcing agreements.

Digitalization also plays a big major role in reducing transaction cost during the procurement process and one way digitalization achieves this is by enhancing information transparency. Digital procurement platforms like eGPU and e-marketplaces like Jumia, alibaba and others provide buyers with access to a broader pool of suppliers and more product information, enabling more informed purchasing decision making and reducing the time spent to identify suitable suppliers Monczka & Trent, 1991. And also these digital platforms facilitate real-time communication between buyers and suppliers, allowing for quicker responses to inquiries, requests for quotations, and order processing.

Digitalization also reduces transaction costs by streamlining the negotiation process because traditional procurement negotiations often involved lengthy and complex communication channels between buyers and suppliers, leading to timely delays and inefficiencies. Digital negotiation tools automate the bidding process and create a competitive environment that drives down prices and improves procurement outcomes as stated by (Cachon & Terwiesch, 2006).

In addition, the digital contract management systems also enable the creation, modification, and execution of contracts in a more efficient and safe manner,

reducing the risk of disputes and ensuring compliance with the terms and conditions Kumar & Telang, 2016.

Digitalization also enhances contract enforcement through providing better monitoring and control over supplier's performance. Through the use of digital analytics tools, and performance ratings, organizations can track key performance indicators, such as delivery times, product quality, and regulatory compliance with contract laws Carter & Narasimhan, 1996. This transparency gives a proactive management of supplier relationships, and easy identification of potential risks, and timely mitigations to prevent disruptions in the supply chain.

Seen research integrates the importance of digitalization in reducing transaction costs and improving procurement efficiency, studies by Monczka and Trent (1991) and Carter and Narasimhan (1996) have shown that organizations adopting digital procurement platforms experience lower transaction costs, shorter lead times, and improved supplier performance, these findings show the importance of digitalization in driving efficiency gains and enhancing competitiveness in today's changing business environment.

In conclusion Transaction cost theory gives a theoretical framework for understanding how digitalization influences procurement efficiency by reducing information in order, simplifying and narrowing negotiations, and enhancing contract regulatory compliance. By leveraging digital technologies, organizations can lower transaction costs, improve process efficiency, and create value for both buyers and suppliers in the procurement ecosystem.

2.2.2 Resource Based View

Resource Based View emphasizes the sustainable competitive advantage arises from valuable, rare and difficult to copy resources possessed by a firm (Barney, 1991). When it comes to procurement, digital technology represents a category of strategic resources that can be used to enhance efficiency and gain competitive advantages, they enable organizations to transform their procurement processes by using data driven insights, automation, and enhanced collaboration with suppliers.

Data analytics is another digital resource that holds huge potential for optimizing procurement operations, by analyzing large data gathered through the procurement cycle, organizations can identify patterns, trends, and opportunities for cost savings and process improvements, for example, demand forecasting algorithms can forecast demand more accurately, allowing procurement teams to optimize inventory levels, minimize shortages, and reduce carrying costs (Li et al., 2018). Moreover prescriptive analytics can suggest sourcing strategies, supplier

selection criteria, and negotiation tactics, enabling organizations to make informed decisions that drive procurement efficiency and performance.

Artificial intelligence is also another rare resource which can change procurement activities, these AI driven systems make routine tasks such as invoice processing, contract management and supplier performance evaluations this gives procurement professionals time to focus on strategic activities (Handfield et al., 2019). In addition to the above these AI tools can analyze data to identify opportunities for process optimization, risk mitigation, and supplier collaboration for example, automatic chats with robots that are driven by AI to reply to customers and suppliers can facilitate real time communication with suppliers, resolve queries, and streamline order processing, thereby reducing lead times and improving efficiency.

The block chain technology that which is also another rare resource that we can see in limited companies like Binance and other banking systems were every gathered information is stored in a block of data and its added onto the chain this provides a secure, decentralized ledger for recording transactions, block chain enhances transparency, traceability, and trust across the supply chain as stated by (Ivanov & Dolgui, 2019). When it comes to procurement, block chain can be used to create unchanging records of sourcing activities, contract agreements and supplier performance metrics thereby reducing the risk of fraud, disputes, and noncompliance. In addition to that the smart contracts deployed on the different block chain platforms can execute procurement agreements based on predefined conditions thereby eliminating the need for intermediaries and manual interventions as stated by (Iansiti & Lakhani, 2017) which not only accelerates transaction processing but also ensures greater accuracy and reliability in procurement operations

In conclusion, the resource based view shows the strategic significances of digital technology in procurement thereby offering opportunities for organizations to utilize data analytics, the artificial intelligence and block chain to optimize processes, enhance efficiency, and gain competitive advantages in the marketplace. By integrating these digital resources into their procurement strategies, firms can adapt to dynamic market conditions, mitigate risks, and achieve sustainable growth in the digital era.

2.2.3 The impact of digitalization on cost reduction

One of the major benefits associated with the digitalization of the procurement process is cost reduction, seen studies have consistently demonstrated the important cost saving potential of adopting these digital procurement solutions.

Through process automation digitalization leads to cost reduction because by replacing the manual, paper processes with digital systems, organizations can eliminate inefficiencies, reduce errors and accelerate lead times for example, eGP systems automate daily tasks such as order processing, purchase requisitioning and invoice management there by leading to efficiency and lower administration costs as stated by (Wagner et al., 2016). Additionally, digital platforms give us digital catalog management, allowing buyers to compare prices, specifications of different suppliers, which can result into lower procurement costs through better sourcing informed decisions.

Digitalization also helps in cost reduction by improving supplier management , these digital procurement sites provide tools that help in supplier performance monitoring threw the different KPIs which help in evaluation foster collaboration thereby enabling organizations to identify better suppliers, to negotiate better terms and conditions, and also manage spending to achieve better economies of scale as stated by Carter & Narasimhan, 1996. These digital platforms also provide real time communication and data transfer between the suppliers and buyers which reduces the lead times, we avoid stock out because now we are responsive and also helps in optimizing inventory levels which all when put together can result into cost savings through the supply chain.

Digitalization also helps organizations to use data analytics to there advantage plus demand forecasting to spot cost saving opportunities and optimize procurement strategies for example improves analytics systems analyze historical customer spending patterns and recommend cost effective sourcing alternatives Handfield et al., 201. Additionally, predictive analytics can forecast demand, optimize inventory levels, and minimize procurement costs by ensuring the right products are available at the right time and place when needed according to Li et al., 2018.

Gathered evidence supports the notion that digitalization leads to significant cost reductions in procurement by automating processes, improving supplier management, and leveraging data analytics to drive efficiency and optimization. Studies by Wagner et al. 2016 and Carter and Narasimhan 1996 highlight the tangible benefits organizations can achieve through the adoption of digital procurement solutions, including lower transaction costs, reduced administrative expenses, and improved purchasing efficiency. These findings underscore the transformative impact of digitalization on procurement practices and its potential to generate cost savings and create value for organizations across industries.

2.2.4 The efficiency improvement brought about by the digitalization in procurement

Efficiency enhancing is also one of the major results of digitalizing the procurement process as it optimizes it and ensures performance monitoring, these digital tools also helps organizations to reduce waste of time and thereby improving the overall efficiency and effectiveness

This digitalization has also improved efficiency is process optimization because through digitization and automation of some of the manual tasks, an organization can reduce on challenge faced, lower procurement cycle time, and enhance workflow. The integrated procurement systems bring about harmonized mixture of different stages of the procurement lifecycle from requisitioning and sourcing to contract management and order payment processing, integration of information and material flow to ensure minimal delay and ensure good collaboration with internal stakeholders and external suppliers.

Digitalization also ensures performance monitoring and measurement which enables organizations to track the key performance indicators and find areas of improvement, these digital tools also provide a better insight into the metrics of procurement such as on time delivery, cost saving and supplier quality there by enabling proactive management of supplier relationships which ensures continuous improvement in all sectors because they have what to base on and in the end this helps organizations to immediately notice shortages from planned targets, while prompting corrective measures and accountability across the procurement function.

Digital technologies also facilitate enhanced collaboration between suppliers and the organization which brings about efficiency in the whole procuring process, collaborative sites and portals offer good channels of communication for information sharing and solving of problems between buyers and suppliers and by fostering better relationships and aligning to organizational objectives and goals

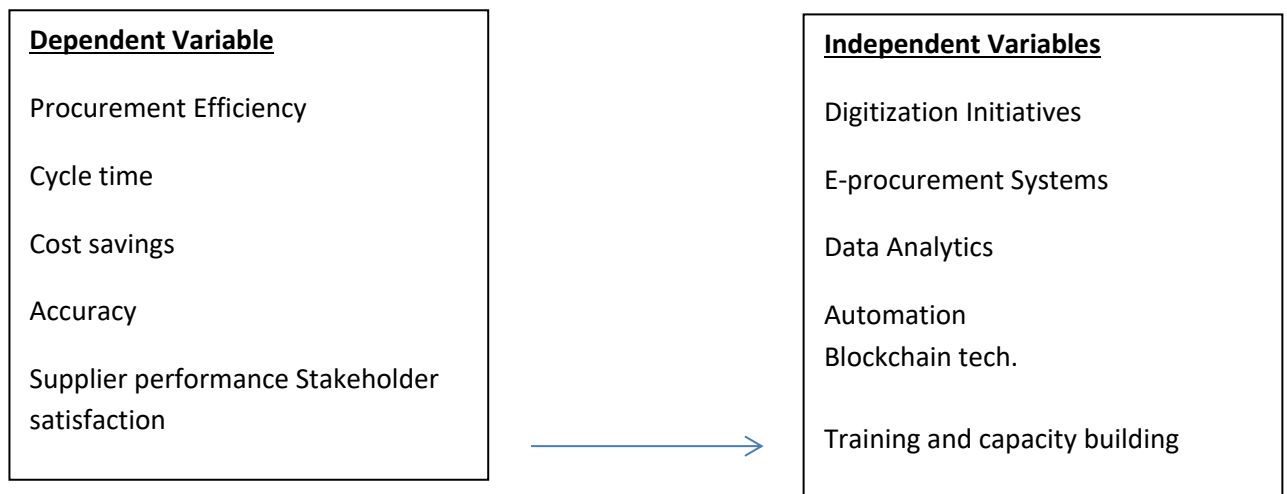
this helps in reduction of lead times, improvement of order fulfilment, and responsiveness to changing market demands achieved through these tools. Digitalization has the ability to enable the implementation of supply chain visibility solutions by these organizations hence enabling them to trace and track the currents movements of goods and materials, locate bottlenecks and mitigate them as soon as possible, and optimize inventory levels correspondingly as well.

Empirical research supports the notion that digitalization enhances procurement efficiency by optimizing processes and enabling better performance monitoring. Studies by Choi and Krause (2006) and Handfield et al. (2019) demonstrate that organizations with integrated procurement systems and advanced digital technologies achieve higher levels of efficiency and effectiveness. These findings underscore the importance of digitalization in driving continuous improvement and innovation in procurement practices, ultimately leading to improved performance and competitive advantage.

The facts that digitalization will enhance procurement efficiency through more efficient process execution and effective performance monitoring, respectively, are supported with evidence, for example, Choi and Krause 2006 and Handfield et al. 2019 provided evidence of higher efficiency and effectiveness within organizations that featured integrated procurement systems and advanced digital technologies, basing on that study it shows that digitalization would be important in driving continuous improvement and innovation for procurement practices that result in improved performance and contribute to competitive advantage of different organizations.

The literature and studies reviewed in the chapter show the importance of digitalization to procurement efficiency straight from Transaction Cost Theory plus the Resource based View well described above it all clearly shows that digital technologies play a major part in reducing costs, identify risks and mitigate them thereby giving organizations a competitive advantage, facts goahead to prove and support the topic that digitalization reduces costs hence cost saving, it also brings about efficiency and better performance in the procurement process

2.3 Conceptual Model.



2.4 Model Variables

2.4.1 Digital Procurement systems and Supplier Collaboration are the two major determinants of Procurement.

Digital Procurement Systems are software and electronic platforms designed to automate the procurement function of an organization. They cover requisitioning to sourcing, contract management, and processing payment functions of Ugandan organizations.

Digital procurement can be evaluated with respect to the adoption rates by the organizations and efficiency in terms of process due to reduction in cycle time, and cost savings made because of digitalization. Furthermore, the stakeholder satisfaction by virtue of internal and external feedback will act as a mechanism for usability and the efficacy of such systems.

Supplier Collaboration is the level of collaboration with suppliers by Ugandan organizations using digital tools. SC assessment will have to investigate the efficacy of communication through measurements of the channels and tools used, appraise the joint efforts of the organizations and suppliers in solving supply chain related problems, and check upon the performance gains by measurement of supplier metrics and the outcomes of collaborative efforts.

2.4.2 Organizational Culture and Leadership Support that Influence Digitalization Adoption.

Organizational culture is the shared values, beliefs, and norms that companies hold in Uganda regarding the implementation of digitalization and innovation in their procurement processes. We will determine the openness of companies to experiment with new technologies in procurement, their risk willingness, and ability to adapt to digital changes.

Leadership Support, is the level of top management support toward the application of digitalization in the procurement process within companies in Uganda. We will assess the level of senior leader engagement in driving digital initiatives, resources committed to digital procurement, and alignment of goals with new technology adoption.

2.4.3 The Regulatory Environment and Change Management Processes Influence Procurement Transformation.

The regulatory environment in Uganda includes procurement policies and rules that are in place and regulate how procurement works and how digital changes are managed. We shall consider if these digital changes are affected in line with the government regulations, the existence of policies that encourage the adoption and implementation of new technology in procurement, and whether legal problems make it difficult to use digital tools. Change Management Processes are the ways through which companies in Uganda handle switching to new digital tools for procurement. We will determine the involvement of people in planning and using the new tools, an adequate training program to help them learn how to use them, and a good way to air their thoughts and concerns about the changes. This conceptual framework identifies the main variables and the ways they relate in the estimation of the impact of digitalization on the efficiency of procurement within Uganda and forms an approach to help keep the research and analysis organized.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter covered the design of the research, study population and sampling design plus data collection methods that were used and how data was to be interpreted it also went along to ensure that the research questions were answered effectively to fill in the gaps.

3.1 Research Design.

A quantitative research was done to gather to gather data and gain a deeper understanding of the experiences and different perspectives of the various individuals involved in the procurement process of Jumia, this involved semi structured interviews with different stakeholders like the procurement managers, IT personnel's and suppliers to explore their different experiences with digital procurement systems, challenges faced and benefits realized. Open-ended questions allowed participants to provide detailed responses and share their views on the effectiveness of digitalization in improving procurement efficiency.

In addition to the above there were also focused group discussions with small groups of procurement staff to discuss their collective experiences and perceptions of digital procurement tools which helped to identify simple common things that might not have emerged from individual interviews. Document analysis was also conducted by reviewing procurement reports, logs of the digitalized systems, and policy documents to understand the implementation and operationalization of digital procurement systems at Jumia , thereby providing information and supporting the data collected from questionnaires and interviews.

A mixed method of research design was adopted, it combined both qualitative and quantitative techniques with a descriptive and cross-sectional survey design that was applied to assess the impact of digitalization on the efficiency of the procurement function in the organization, with a specific focus on Jumia which enhanced details on topic, as various perspectives were analyzed and both numerical and qualitative insights were gathered.

3.3 Study Population.

Employees involved in the procurement process at Jumia are what made up the study population with a representation of different departments within the procurement office with participants like procurement managers, officers, support staff, inventory managers, logistics providers and IT support staff, and each played an important role in the procurement process. Including these specific groups, shows that the research aimed to capture a comprehensive and clear understanding of the impact of digitalization on procurement efficiency and ensuring that all relevant perspectives and experiences were represented in order to enhance the reliability and validity of the research findings.

3.4 Sampling Design.

The simple random sampling technique that was used ensured that every eligible member of the procurement function at Jumia had an equal opportunity and chance of being picked in the study. This helped to decreased deviations that could have been caused as a result of selective sampling hence allowing the study to come up with results that portrayed the entire population.

3.5 Data collection

3.5.1 Sources of Data Collection

Data from primary sources was obtained through this research and also the secondary data included already published literature, industry and company reports plus government publications ,Primary data was mainly collected through observation and questionnaires.

3.5.2 Data Collection Techniques and Instruments.

Questionnaires that effectively addressed the research questions were designed to gather quantitative data on the different perceptions and experiences from procurement professionals regarding the impact of digitalization on efficiency these questionnaires also had both open ended and closed ended questions in order to capture a wider range of response just as Saunders et al., 2018 advised. Simple interviews were done to collect some qualitative data from procurement managers and officers about their experiences with digitalization within the function although it wasn't efficient enough but it was flexible, allowing for detailed exploration of different issues as it should be just as Rubin & Rubin, 2012 suggested

This study majorly focused on how procurement activities were integrated with digital tools to facilitate day to day running of the procurement process as well as its impact on efficiency and effectiveness all which was aimed at supporting the data from obtained from the minor interviews conducted which is how it should be just as Marshall & Rossman, 2015 stated.

CHAPTER FOUR DATA ANALYSIS AND DISCUSSION OF FINDINGS

In this chapter data analysis is done to attain better interpretation from the findings obtained through the questionnaires of the study on the impact of digitalization on the efficiency of the procurement function the case study of Jumia. 30 questionnaires were distributed but only 28 were filled and returned, the chapter was divided into four parts, the personal data of the respondents, digital procurement at Jumia, benefits and outcomes of digital procurement on organizational performance and also the challenges faced in adopting digital procurement at Jumia Uganda.

4.1 Findings on Personal Data

This section shows the demographic details of the respondents based on gender, age, position held and years of experience.

4.2 Findings on Gender.

The following were the different genders of the respondents

GENDER	FREQUENCY	PERCENTAGES
Male	17	60.7%
Female	11	39.3%

From the above information its evident that majority of the respondents were male compared to the females

4.3 Findings on Age of the Respondents

The age distribution of the respondents was as follows.

AGE	FREQUENCY	PERCENTAGE
Below 20 years	2	7.1%
21 - 25 years	6	21.4%
26 - 30 years	8	28.6%
31-35 years	5	17.9%

36 - 40 years	4	14.3%
Above 41 years	3	10.7%

Majority of the respondents were between 26-30 years age bracket and this indicated a relatively young work team in the procurement function at Jumia

4.4 Findings on Positions Held

The distribution of positions held by the respondents is as follows

POSITION	FREQUENCY	PERCENTAGE
Assistant Officer	7	25.0%
Officer	8	28.6%
Senior Officer	5	17.9%
Principal Officer	4	14.3%
Manager	4	14.3%

The data indicated a balanced representation across different levels of positions within the procurement department, with a slight majority of respondents being Officers.

4.5 Findings on Years of Experience

The distribution of years of experience among the respondents is as follows
YEARS OF EXPERIENCE

YEARS OF EXPERIENCE	FREQUENCY	PERCENTAGE
- Below 4 years:	6	(21.4%)
- 5 - 10 years:	10	(35.7%)
- 11 - 15 years:	6	(21.4%)
- 16 - 20 years:	4	(14.3%)
- Above 20 years:	2	(7.1%)

The majority of the respondents had 5 - 10 years of experience, suggesting that the procurement function at Jumia Uganda is managed by individuals with a significant amount of experience.

4.6 Findings on Part B: Digital Procurement at Jumia Uganda

NO	DETAILS	1	2	3	4	5
		Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	Jumia Uganda effectively uses digital tools to identify and prioritize procurement needs.	0 (0%)	0 (0%)	0 (0%)	10 (35.7%)	18 (64.3%)
2	Digital systems at Jumia Uganda streamline the process of creating and submitting purchase requisitions.	0 (0%)	0 (0%)	0 (0%)	7 (25.0%)	21 (75.0%)
3	The digital procurement system at Jumia Uganda facilitates efficient review and approval of purchase requisitions.	0 (0%)	0 (0%)	0 (0%)	8 (28.6%)	20 (71.4%)
4	Jumia Uganda's digital procurement system is user-friendly and intuitive.	0 (0%)	0 (0%)	1 (3.6%)	10 (35.7%)	17 (60.7%)
5	The digital procurement system at Jumia Uganda integrates well with other systems used by the company.	0 (0%)	0 (0%)	1 (3.6%)	12 (42.9%)	15 (53.6%)
6	Jumia Uganda provides adequate training for employees to use the digital procurement system effectively.	0 (0%)	0 (0%)	3 (10.7%)	11 (39.3%)	14 (50.0%)

7	The digital procurement system at Jumia Uganda helps in reducing procurement cycle time.	0 (0%)	0 (0%)	1 (3.6%)	12 (42.9%)	15 (53.6%)
8	Jumia Uganda's digital procurement system supports real-time tracking of procurement processes.	0 (0%)	0 (0%)	0 (0%)	11 (39.3%)	17 (60.7%)
9	The digital procurement system at Jumia Uganda improves accuracy in procurement data.	0 (0%)	0 (0%)	1 (3.6%)	11 (39.3%)	16 (57.1%)

In assessing the effectiveness of digital procurement at Jumia Uganda, the findings revealed a positive perception of the system's capabilities and performance. A substantial 64.3% of respondents strongly agreed that digital tools were effective in identifying and prioritizing procurement needs, with no dissenting views. Furthermore, 75% of respondents indicated that the digital systems streamlined the process of creating and submitting purchase requisitions, reflecting high satisfaction with this feature. 71.4% agreed that it helped them become effective in handling procurement workflows, while 60.7% described the system as easy to use, although a small fraction were indecisive about how to use it.

Integration with other systems was considered effective by 53.6% of respondents, while 42.9% held neutral views, suggesting a generally positive, though cautious, assessment of compatibility. Training adequacy was seen as satisfactory by approximately 50% of respondents, with some remaining uncertain. The system's impact on reducing procurement cycle time was supported by 53.6% of respondents, and 60.7% believed it supported real-time tracking of procurement processes. Lastly, 57.1% of respondents agreed that the system enhanced the accuracy of procurement data, underscoring its effectiveness in improving operational efficiency.

4.7 Findings On Part C: Benefits and outcomes of digital procurement.

NO	DETAILS	1	2	3	4	5
		Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	Jumia Uganda effectively uses digital tools to identify and prioritize procurement needs.	0 (0%)	0 (0%)	0 (0%)	10 (35.7%)	18 (64.3%)
2	Digital systems at Jumia Uganda streamline the process of creating and submitting purchase requisitions.	0 (0%)	0 (0%)	0 (0%)	7 (25.0%)	21 (75.0%)
3	The digital procurement system at Jumia Uganda facilitates efficient review and approval of purchase requisitions.	0 (0%)	0 (0%)	0 (0%)	8 (28.6%)	20 (71.4%)
4	Jumia Uganda's digital procurement system is user-friendly and intuitive.	0 (0%)	0 (0%)	1 (3.6%)	10 (35.7%)	17 (60.7%)
5	The digital procurement system at Jumia Uganda integrates well with other systems used by the company.	0 (0%)	0 (0%)	1 (3.6%)	12 (42.9%)	15 (53.6%)
6	Jumia Uganda provides adequate training for employees to use the digital procurement system effectively.	0 (0%)	0 (0%)	3 (10.7%)	11 (39.3%)	14 (50.0%)
7	The digital procurement system at Jumia Uganda helps in reducing	0 (0%)	0 (0%)	1 (3.6%)	12 (42.9%)	15 (53.6%)

	procurement cycle time.					
8	Jumia Uganda's digital procurement system supports real-time tracking of procurement processes.	0 (0%)	0 (0%)	0 (0%)	11 (39.3%)	17 (60.7%)
9	The digital procurement system at Jumia Uganda improves accuracy in procurement data.	0 (0%)	0 (0%)	1 (3.6%)	11 (39.3%)	16 (57.1%)

Adoption of digital procurement at Jumia Uganda got several benefits, according to the survey results. 64.3% of respondents show that digital procurement enhanced cost effectiveness and increased efficiency within procurement operations. 67.9% agreed that digital tools made procurement activities more precise, additionally, digital procurement was praised with facilitating quicker decision making at 64.3% and enhancing supplier relationship management at 60.7%. The system also provided better data and analytics for decision making, as reported by 64.3% of respondents, and contributed to improved overall organizational performance 60.7%.

Digital procurement was seen to improve transparency in procurement processes, with 57.1% of respondents agreeing to this benefit. Compliance with procurement policies improved for 50% of the respondents, suggesting a positive impact on regulatory compliance. The system was also recognized for facilitating better resource allocation, which 64.3% of respondents. Overall, these findings highlighted that digital procurement delivered improvements in various aspects of procurement operations at Jumia Uganda, contributing to more effective and strategic management practices.

4.8 Findings on Part D: Challenges in Adopting Digital Procurement at Jumia Uganda

NO	DETAILS	1	2	3	4	5
1	Limited internet infrastructure has hindered effective adoption of digital procurement at Jumia Uganda.	0 (0%)	0 (0%)	10 (35.7%)	14 (50.0%)	4 (14.3%)

2	High initial investment costs for digital procurement solutions have been a barrier for Jumia Uganda.	0 (0%)	0 (0%)	6 (21.4%)	14 (50.0%)	8 (28.6%)
3	Jumia Uganda has faced challenges in recruiting and retaining skilled personnel for digital procurement.	0 (0%)	0 (0%)	7 (25.0%)	13 (46.4%)	8 (28.6%)
4	Integration of digital procurement solutions with existing systems has been problematic for Jumia Uganda.	0 (0%)	0 (0%)	8 (28.6%)	14 (50.0%)	6 (21.4%)
5	The pace of technological change has made it difficult for Jumia Uganda to keep up with digital procurement advancements.	0 (0%)	0 (0%)	9 (32.1%)	11 (39.3%)	8 (28.6%)
6	Resistance to change within the organization has been a significant challenge in adopting digital procurement.	0 (0%)	0 (0%)	10 (35.7%)	12 (42.9%)	6 (21.4%)
7	Lack of adequate training for employees on digital procurement systems has hindered effective implementation.	0 (0%)	0 (0%)	8 (28.6%)	14 (50.0%)	6 (21.4%)
8	Data security and privacy concerns have been major challenges in the adoption of digital procurement at	0 (0%)	0 (0%)	8 (28.6%)	13 (46.4%)	7 (25.0%)

	Jumia Uganda.					
9	Poor user experience and system usability issues have affected the effectiveness of digital procurement solutions.	0 (0%)	0 (0%)	9 (32.1%)	11 (39.3%)	8 (28.6%)
10	Uncertainty about the return on investment for digital procurement has affected decision-making at Jumia Uganda.	0 (0%)	0 (0%)	8 (28.6%)	13 (46.4%)	7 (25.0%)

Implementing digital procurement at Jumia Uganda encountered various obstacles that required resolution. 35.7% of participants identified insufficient internet infrastructure as a major problem that impeded advancement, while 50% viewed expensive initial investment costs as a hurdle. Nearly half of the participants recognized that there were challenges in recruiting and keeping talented staff. 50% of respondents had difficulties integrating with current systems, while keeping pace with rapid technological advancements was a challenge for many others. Additional hurdles included resistance to organizational change, insufficient training, and worries about data security and privacy. The overall effectiveness of digital procurement solutions was also impacted by inadequate user experience and uncertainty regarding the return on investment. Dealing with these challenges was essential in order to enhance the system's acceptance and effectiveness.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 Discussion of the Findings

5.1.1 Discussion on the Findings on Digital Procurement at Jumia Uganda

The results show that digital procurement technology's are being utilized and well received with in the procurement operations of Jumia, majority of the respondents agree that digital solutions simplify procurement tasks like creating and sending purchase requests, streamlining the approval process, and storing digital transaction records. These solutions also allow suppliers to electronically submit bids, increasing the efficiency and transparency of procurement processes. The widespread approval and favorable view indicate that digital procurement has become a crucial component of Jumia Uganda's operations, resulting in improved and streamlined procurement processes.

5.1.2 Discussion on the Findings On Benefits and Outcomes of Digital Procurement and Organizational Performance.

The advantages and impacts of digital buying of goods at Jumia were a lot as most participants indicated that digital procurement had improved cost efficiency and facilitated and informed decision making, some of the advantages consisted of enhanced management of supplier relationships and decreased delays in procurement procedures and also the alignment of procurement activities with strategic organizational objectives, along with enhanced regulatory compliance ,showed that digital procurement methods played a significant role in improving Jumia Uganda's operational efficiency and competitive edge. These results demonstrated how digital procurement can transform an organization's performance, align with strategic gols.

5.1.3 Discussion on the findings on thae challenges in adopting Digital procurement at Jumia.

Even if there are clear advantages, Jumia still faced different challenges while implementing digital procurement solutions like limited internet infrastructure, high capital required, and difficulties in finding and keeping skilled personnel were major obstacles. Major barriers were encountered due to stakeholder resistance to change, there concerns about data security, and privacy issues and also, legal restrictions, challenges in merging with current corporate procedures, insufficient upkeep and assistance, and problems with corruption and

transparency also hindered the adoption of digital procurement. These challenges highlight the importance of specific measures to address obstacles and maximize the advantages of digital procurement technologies.

5.1.4 Effectiveness of digital Procurement systems.

The research showed that majority of most people at found Jumia's digital procurement systems to be efficient and easy to use. A large majority of survey participants thought that digital tools were successful in recognizing and ranking procurement requirements, simplifying purchase requests, and enabling quick review and approval procedures. The system's positive impact on operational efficiency was highlighted by high satisfaction levels with its usability and real-time tracking capabilities.

5.1.5 Benefits and Outcomes.

Jumia's digital procurement system was observed to improve cost effectiveness, accuracy and efficiency in procurement processes. It also facilitated faster decision making and enhanced transparency. Participants saw advantages in managing supplier relationships, data analysis, and overall company performance. The results were consistent with previous research that highlighted the benefits of digital procurement for improving operational efficiency and strategic decision making as stated by Smith, 2020 & Deloitte, 2022.

5.1.6 Challenges in Adoption.

Regardless of the positive feedback, there are still many challenges that stopped full adoption of digital procurement in Jumia, some key problems and challenges were poor internet infrastructure, high capital required to put things in place , and difficulties in getting skilled labor. Integration issues with existing systems, resistance to change, and concerns over data security and privacy also posed significant barriers. These challenges were consistent with those reported in previous studies on digital transformation in developing contexts by World Bank, 2023; KPMG, 2021.

5.2 Conclusion

This research shows and finalizes that Jumia's digital procurement system gave enough benefits in terms of efficiency, accuracy and cost saving , the systems ability in narrowing the procurement processes and improving data accuracy contributed positively to overall organizational performance but also challenges related to infrastructure, costs, needed to be addressed to fully utilize the potential of digital procurement. The positive adoption of the system indicated that it was a valuable tool for enhancing procurement processes in Jumia. And just like it was stated overcoming identified challenges is important for maximizing

the system's effectiveness and ensuring sustained benefits (Smith, 2020; Deloitte, 2022).

5.3 Recommendations.

From the research and study findings I have several recommendations to enhance digital procurement practices at Jumia the first would be to improve the internet by buying better machines and subscribing to better service providers like star link in order to ensure reliable access to digital procurement sites and portals. Just as it was stated Investing in better connectivity and collaborating with local internet service providers can address issues of limited access and enhance overall system performance Smith, 2020. Also managing costs is another important thing to notice by looking for cost effective solutions and implementing things slowly by slowly from on step to another other that trying to put things in place at one time could spread financial burdens over time. Additionally, seeking partnerships or funding opportunities might help mitigate these costs Deloitte, 2022.

To support the effective use of digital procurement, Jumia Uganda should focus on recruiting and retaining skilled personnel. Developing targeted recruitment strategies and investing in continuous training will help attract and maintain talented professionals in digital procurement roles (KPMG, 2021). Improving system integration with existing organizational systems is also essential; engaging with system vendors and IT experts can resolve compatibility issues and streamline processes, making the system more efficient and user-friendly World Bank, 2023. Addressing resistance to change is vital for successful implementation. Implementing change management strategies and communicating the benefits of digital procurement can help overcome internal resistance. Strengthening training programs to ensure all employees are adequately prepared, and investing in robust data security measures will address concerns about data privacy Deloitte, 2022. Regularly gathering user feedback to enhance the system's usability and conducting assessments to evaluate return on investment will support informed decision-making and continuous improvement (Smith, 2020). By addressing these recommendations, Jumia Uganda can overcome current challenges and enhance the effectiveness of its digital procurement systems, thereby achieving greater operational efficiency and strategic benefits

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QUESTIONNAIRE

Dear respondent,

I am Isingoma Kevin Wamani, a students of Uganda Christian University, conducting academic research on the topic 'The impact of digitalization on the efficiency of procurement functions. A case study of Jumia Uganda', as part of the requirement for partial fulfillment for the award of the degree of Bachelor of Procurement and logistics management at Uganda Christian University. Your participation in this study by filling out this questionnaire is highly valued. Please be assured that all information provided will be strictly for academic purposes and treated with utmost confidentiality.

PART A: PERSONAL DATA

Kindly tick [✓] in the blank spaces, the items that best describe your choice for each question

Gender

Male	
Female	

Age of the respondent

Below 20 years	21 - 25 years	26 - 30 years	31-35 years	36 - 40 years	Above 41 years

Position Held

Assistant Officer	Officer	Senior Officer	Principal Officer	Manager

Years of Experience

Below 4 years	5 - 10 years	11 - 15 years	16 - 20 years	Above 20 years

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PART B: DIGITAL PROCUREMENT AT JUMIA UGANDA

For this section, please evaluate the following statements based on your experience and knowledge regarding digital procurement practices at Jumia Uganda using the scale below

Scale	1	2	3	4	5
Opinion	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

NO	DETAILS					
		1	2	3	4	5
1	Jumia Uganda effectively uses digital tools to identify and prioritize procurement needs.					
2	Digital systems at Jumia Uganda streamline the process of creating and submitting purchase requisitions.					
3	The digital procurement system at Jumia Uganda facilitates efficient review and approval of purchase requisitions.					
4	Jumia Uganda allows suppliers to submit bids electronically through its digital procurement platform.					
5	The digital procurement process includes automated evaluation of bids and contract management.					
6	Digital tools enable effective order management and tracking of purchases at Jumia Uganda.					
7	Digital procurement has simplified invoice approvals and resolution of disputes.					
8	Jumia Uganda maintains comprehensive digital records of procurement transactions.					

9	Digital procurement practices have enhanced the overall efficiency of procurement operations at Jumia Uganda.					
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PART C: BENEFITS AND OUTCOMES OF DIGITAL PROCUREMENT DIGITAL PROCUREMENT AND ORGANIZATIONAL PERFORMANCE

Please evaluate the benefits and outcomes of digital procurement practices at Jumia Uganda using the scale below

Scale	1	2	3	4	5
Opinion	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

NO	DETAILS	Tick Appropriately				
		1	2	3	4	5
1	Digital procurement has improved cost-effectiveness in procurement operations at Jumia Uganda.					
2	Digital procurement has enhanced the accuracy of procurement activities at Jumia Uganda.					
3	Digital procurement has facilitated quicker decision-making processes at Jumia Uganda.					
4	Digital procurement has improved supplier relationship management at Jumia Uganda.					
5	Digital procurement has reduced delays in procurement processes at Jumia Uganda.					
6	Digital procurement has contributed to competitive advantages for Jumia Uganda in the market.					
7	Jumia Uganda has seen an increase in overall procurement efficiency since adopting digital					

	procurement practices.					
8	Digital procurement has aligned procurement activities more closely with strategic organizational goals at Jumia Uganda.					
9	Digital procurement has improved compliance with regulatory requirements at Jumia Uganda.					
10	Digital procurement has improved cost-effectiveness in procurement operations at Jumia Uganda.					

PART D: CHALLENGES IN ADOPTING DIGITAL PROCUREMENT AT JUMIA UGANDA

Please evaluate the challenges experienced by Jumia Uganda in adopting and implementing digital procurement solutions using the scale below:

Scale: 1 - Strongly Disagree, 2 - Disagree, 3 - Uncertain, 4 - Agree, 5 - Strongly Agree

NO	DETAILS	Tick Appropriately				
		1	2	3	4	5
1	Limited internet infrastructure has hindered effective adoption of digital procurement at Jumia Uganda.					
2	High initial investment costs for digital procurement solutions have been a barrier for Jumia Uganda.					
3	Jumia Uganda has faced challenges in recruiting and retaining skilled personnel for managing digital procurement.					
4	Resistance to change from stakeholders has slowed down the adoption of digital procurement at Jumia Uganda.					
5	Data security and privacy concerns have posed challenges in implementing digital procurement solutions at Jumia Uganda.					

6	Regulatory policies have made it difficult for Jumia Uganda to fully leverage digital procurement technologies.					
7	Jumia Uganda has encountered difficulties in integrating digital procurement systems with existing business processes.					
8	Maintenance and support for digital procurement systems have been inadequate at Jumia Uganda.					
9	Corruption and lack of transparency have been significant challenges in implementing digital procurement at Jumia Uganda.					
10	Limited vendor/supplier readiness for digital procurement processes has affected implementation at Jumia Uganda.					

Thank you for your response.