

**SUPPLIER RELATIONSHIPS AS A DRIVER FOR SUSTAINABILITY AMONG
MANUFACTURING COMPANIES IN UGANDA: A case study of Century Bottling
Company Limited (Coca Cola)**

ANNETTE NAKIYIMBA

S19B12/317

**A RESEARCH REPORT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL
FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF A BACHELOR'S DEGREE IN
PROCUREMENT AND LOGISTICS MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY
MUKONO**

September, 2023



**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

DECLARATION

I NAKIYIMBA ANNETTE hereby declare that the work submitted in this research paper has never been presented before to the university or any other academic institute. In cases of quotations or references, acknowledgement and credit has been awarded were due.

Sign.....Anette.....

Name: NAKIYIMBA ANNETTE

Date: 06/09/2023.....

APPROVAL

This is to certify that this research has been submitted in partial fulfillment for the award of Bachelor's degree in procurement and logistics management with my approval as her supervisor at Uganda Christian University Mukono.

Signature.......... Date..........

Mr. Muloosi Pascal

DEDICATION

I dedicate this report to the Almighty God who has provided for me endlessly and supported me throughout my academics.

I also dedicate my research report to my family, the entire Watoto family for the unending love and support rendered to me financially, mentally, physically and spiritually during my academic journey.

I dedicate this research to my classmates, friends and my supervisor Mr. Muloosi Pascal who have supported me to ensure that I complete this research. Thank you so much for the encouragement through sharing ideas. God bless you.

ACKNOWLEDGEMENT

My sincere gratitude goes to the Almighty God for giving me strength to take on this exercise and finish it. I am as well grateful for the gift of life and health.

I would also in a special way like to extend my gratitude to Mr. Muloosi Pascal my research supervisor for his time, constant guidance, encouragement, and other forms of effort he put in during my research writing.

I also give thanks to my dear parents who have not left my side, they have shown me love, care, moral and also financial support during my education career.

I am indebted to my friends and classmates for the continuous support and encouragement.

God bless you all.

LIST OF TABLES

Table 1: Gender of respondents	20
Table 2: Level of education	21
Table 3: Years in service	21
Table 4: How SRM leads to sustainability	22
Table 5: How relationships are developed	25
Table 6: Key success factors for SRM	27

Table of contents

DECLARATION.....	i
APPROVAL.....	ii
DEDICATION.....	iii
ACKNOWLEDGMENT.....	iv
LISTS OF TABLES.....	v
TABLE OF CONTENTS.....	vi
ABSTRACT.....	ix
CHAPTER ONE.....	1
1.0 INTRODUCTION.....	1
1.1 Background of the study.....	2
1.2 Statement of the problem.....	3
1.3 Research objectives.....	4
1.3.1 Specific objectives.....	4
1.4 Research questions.....	4
1.5 Scope of the study.....	4
1.5.1 Content scope.....	4
1.5.2 Time scope.....	5
1.5.3 Geographical scope.....	5
1.6 Significance of the study.....	5
CHAPTER TWO.....	6
2.0 Introduction.....	6
2.1 Key concepts.....	6
2.2 Literature review on objective 1.....	8
2.3 Literature review on objective 2.....	10
2.4 Literature review on objective 3.....	12
2.5 Summary of literature review.....	13

CHAPTER THREE	14
3.0 Introduction.....	14
3.1 Research design.....	14
3.2 Study area.....	14
3.3 Study population.....	15
3.4 Sample size.....	15
3.5 Sampling techniques.....	15
3.6 Data collection sources.....	16
3.7 Data collection methods.....	17
3.8 Data collection procedures.....	17
3.9 Validity and reliability of the research methods.....	17
3.10 Data analysis, interpretation and presentation	18
3.11 Ethical consideration.....	18
3.12 Limitations of the study.....	18
CHAPTER FOUR	20
4.0 Introduction.....	20
4.1 Demographic characteristics of respondents.....	20
4.2 How SRM leads to sustainability.....	22
4.3 How relationships are developed.....	25
4.4 Key success factors for SRM.....	27
CHAPTER FIVE	29
5.0 Introduction.....	29
5.1 Summary of major findings.....	29
5.2 Conclusion.....	30
5.3 Recommendations.....	31
5.4 Areas for further study.....	31

References.....	32
Appendices	35

ABSTRACT

The study established supplier relationships as a driver for sustainability in manufacturing companies in Uganda, a case of Century Bottling Company. The study was guided by three objectives; (i) To investigate how SRM leads to sustainability, (ii) To investigate how relationships can be developed, (iii) To investigate the key success factors for SRM. A questionnaire was designed for data collection. Data was collected from 36 respondents using self-administered questionnaires as the key data collection instruments. The finding revealed that supplier relationships is essential for driving sustainability in a company. This is because suppliers are diverse in raw materials, manufacturing, production among others. So, for sustainability to be a success, these are people to be given priority attention, by building, maintaining and managing relationships with them. Building trust, commitment, open and transparent communication channels and other factors as well should be established to spear head the relationships. With all above findings, conclusions, recommendations and areas for further study were made as well. Conclusions were made that the company embraces supplier relationships to drive sustainability. Sustainability cannot be achieved by the company on its own, it needs its suppliers by its side, that is why building and management of supplier relationships is vital for the success of sustainability. Recommendations were for the company to create more awareness of its sustainability strategy to all employees and ensure they understand it clearly. It should also teach its employees about the need for supplier reputation, what it means and the benefit of, to be on the same line in case a person randomly asks them about the need for supplier reputation. For areas for further study, research should be done on the effect of supplier relationship management on organizational performance.

CHAPTER ONE

1.0 Introduction

This Chapter presented the background of the study, statement of the problem, research objectives, specific objectives, research questions, scope of the study, content scope, time scope, geographical scope, significance of the study, anticipated problems and operationalism of variables.

1.1 Background of the study

Supplier relationship management is a systematic approach to evaluating suppliers that supply goods, services and works to an organization. Supplier relationship management involves establishing and nurturing relationships with suppliers to ensure the availability of high-quality goods and services, reduces costs, and manage risks effectively. (Monczka 2015)

Supplier relationship management was originally coined in 1983 when Peter Kraljic a director at the McKinsley & Company called for corporate buyers to grow more proactive in supply management.

Among the things Kraljic discussed in 1983 was segmenting the supplier base and mapping it against two key dimensions: risk and profitability. This meant that companies and organizations must identify risks and come up with ways to mitigate them in order to achieve maximum profitability. He argued buyers to look and understand their categories' risk and profitability impact upon a company and devise supplier management strategies that best meet this need.

Organizations invest in the development of their key suppliers to enhance their capabilities and performance. This can involve training, knowledge sharing, and technology transfer. (Carr & Pearson, 2002)

Before, companies were never closer to their suppliers. Companies and procurement would adopt to change rapidly since the competition was minimal. Companies held dominant positions through limited competition or control over routes to market their goods, services and works. They only used suppliers for delivering the goods to them

and that was it. SRM emphasizes collaborative partnerships rather than transactional interactions. This involves sharing information, expertise and resources to drive innovation and continuous improvement. (Caniels & Gelderman, 2007). To maintain profitability and drive efficiencies, companies or organizations had to turn to supplier relationship management as a controlled and systematic approach to sourcing the goods, services and works as they needed.

A global economy is emerging and resources are becoming concentrated on core business activities rather than diversification, which is why there is a move toward supplier relationship among companies. Supplier relationship management is an approach used for engaging with suppliers on a level that reflects the priorities of the customer organization and how best these needs can be achieved. Supplier relationship is also defined as "a long-term cooperative effort between a buying firm and its suppliers to upgrade the suppliers' technical, quality, delivery and financial capabilities and to foster ongoing improvements" (Watts and Hahn, 1993). This puts more emphasis on the need to commit to supplier development in order to achieve the company needs. Supplier relationship management is the discipline of strategically planning for, and managing all interactions with 3rd party organizations that supply goods and services to an organization in order to maximize the value of those interactions. A company must therefore plan effectively and efficiently on how to engage its suppliers by developing a good relationship with them. SRM software and tools facilitate communication, collaboration and data sharing between organizations and suppliers. These technologies enhance transparency and streamline processes. (Kwon & Suh, 2004). Successful SRM aims to create value for both parties. This value may be increased sustainability, where the company goes greener in its supply chain by eliminating harming products and ensuring that those manufactured are easily recyclable and remanufactured thus reducing on carbon emissions, the other values include reduced risks, greater process efficiency, sustainable innovations among others.

“Today’s executives are dealing with a complex and unprecedented brew of social, environmental, market and technological trends. These require sophisticated

sustainability- based management. Yet executives are often reluctant to place sustainability core to their company's business strategy in the mistaken belief that costs outweigh the benefits. On the contrary, academic research and business experience point to quite the opposite". (Tensie Wand Carly F, October 21 2016). Sustainability is often represented through the "triple bottom line" framework, which takes into account three dimensions: environment, social and economic. This approach emphasizes the interconnectedness of these factors in achieving long-term success. (Elkington, 1997). Sustainable practices aim to minimize the negative environmental impact of human activities. This includes reducing carbon emissions, conserving natural resources, promoting renewable energy and minimizing waste. (Rockstrom 2009). Finding a way to survive on planet earth in terms of meeting all basic needs that is not endangering the environment. Sustainability involves addressing social inequalities and ensuring that development benefits all members of the society. This includes labor practices, diversity and inclusion, and community engagement. (World Commission on Environment and Development, 1987). Sustainable practices also consider economic viability by promoting responsible consumption, ethical business practices and long-term economic stability. (Porter & Kramer, 2011).

1.2 Statement of the problem

In today's competitive market for sustainability, companies must focus scarce resources on the strategies most likely to yield success to their organizations. Supplier relationships are imperative for the success of an organization seeking to carry out sustainability. If these relationships were not addressed well, they would lead to problems like; environmental and air pollution, greenhouse gas emissions, deforestation, over use of renewable resources which will lead to depletion to mention but a few. Statistics showed that Coca Cola's biggest problem was plastics. It was said to be the biggest polluter in the world, producing some 3 million tons of plastic waste every year. "The world's top polluting corporations claimed to be working hard to solve plastic pollution, but instead they are continuing to pump out harmful single-use plastic packaging," Emma Priestland Break Free from Plastic's

global campaign coordinator that tallies the polluters, said in 2020. In developing countries like Uganda, recycling problems were rare or inefficient which contributes to greater amounts of waste and plastic making its way into water bodies like sea, oceans, rivers and streams instead of being correctly recycled or reused. Coca Cola Company was committed to supplier diversity by maximizing procurement opportunities and proactively engaging and building partnerships with diverse suppliers. Coca cola established a series of robust supplier development programs. This helped in the improvement of the effectiveness of diverse suppliers to meet Coca cola needs but also created conditions for them to competitively seeks contracts and business opportunities in the global market place.

1.3 Research objectives.

The study sought to investigate the role of supplier relationships as a driver for sustainability in Century Bottling Company (Coca cola).

1.3.1 Specific objectives.

To investigate how SRM leads to sustainability.

To investigate how relationships can be developed.

To investigate the key success factors for SRM

1.4 Research question.

How does SRM lead to sustainability?

How can relationships be developed?

What are the key success factors for SRM?

1.5 Scope of the study.

1.5.1 Content scope.

The study looked at supplier relationships as a driver for sustainability. Supplier relationships can simply be defined as initiative companies undertake to build and long-term relationships that are beneficial with their suppliers. Sustainability was

mainly concerned with the decisions that people make on a day to day for survival that do not compromise decisions of the future generation.

Sustainability is driven by supplier relationships. Without having a great relationship with the company's suppliers, sustainability in the organization would surely not take place, and if it does, it would not be efficient and will only run for a short time.

1.5.2 Time scope.

This research was conducted within a period of four months, that was from May 2023 to July 2023.

1.5.3 Geographical scope.

The study was conducted from Century Bottling Company, located on plot 964, Namanve Industrial Area, Jinja road, Kampala Uganda Mukono. It is approximately located 15 kilometers east of downtown Kampala.

1.6 Significance of the study.

The research benefited the following people;

Organization; The company especially its top management got to know the importance of supplier relationships on sustainability success.

The researcher; This research helped me learn something and also help with my problem-solving skills and also challenged myself in new ways since I had to step out of my comfort zone.

Other researchers; The research enabled other researchers to use it as reference for their work or reports.

The government; The government of Uganda furthermore, knew the need to develop and engage suppliers to achieve sustainability in companies which therefore designed measures to support companies to ensure sustainability by developing suppliers.

CHAPTER TWO

2.0 INTRODUCTION

This chapter reviewed the available literature written on the effect of supplier relations on sustainability and other related topics as well. This was made possible using scholarly and non-scholarly works made available in form of journals, articles, books and reports and also on the internet.

2.1 KEY CONCEPTS

2.1.1 Supplier relationships.

Supplier relationships is the connection between a company or organization with its suppliers. These relationships are vital for businesses because they help in maintaining a competitive advantage but also ensure quality products, works or services. The relationships can either be positive or negative depending on how well the two parties communicate and comprehend each other at different levels. The positive relationships are characterized by mutual respect, open communication and also a collaborative approach to problem solving. Both parties feel that they are working in a team with aim to achieve a goal or objectives, they trust one another. With this type of relationship there, an organization can achieve cost savings, improved product quality and improved delivery times that lead to customer satisfaction. I will not leave out the negative relationships which are characterized by conflicts and mistrust, disrespect, bullying, harassment, poor communication and poor problem-solving techniques. This can cost a company in a way that costs increase, delay in deliveries and poor-quality products and services.

There are different types of supplier relationships which are; vertical relationships and horizontal relationships. In vertical, the supply chain is linked in the traditional way between sellers and buyers. Each party places emphasis on ensuring individual and supply chain goals are achieved. Examples include distributors, manufacturers, retailers and suppliers.

These operate together day-to-day. Horizontal relationships are those created between organizations that work in conjunction. Here, suppliers work upon mutually agreed-upon goals and therefore they partake in a horizontal supplier relationship. They are built on a foundation of mutual trust and shared risk. With each party specializing in their specific aspect, the integration of their processes leads to shared success.

The three levels of supplier relationship involvement are; Vendor, these relationships are primarily transactional. Both parties are represented as a buyer or seller with little or no collaboration during the process after the transaction. Strategic alliance. Here, both organizations collaborate and modify their processes to help achieve their goals. The relationship therefore is more strategic rather than transactional.

Partnership. In partnerships, both parties work closely together to customize their business strategies to produce positive results. The outcomes here are more successful than anything either party could achieve individually.

2.1.2 sustainability

Sustainability looks at fulfilling the needs of the current generations without compromising the needs of the future generations, while ensuring a balance between economic growth, environmental care and social well-being. The word “sustainability” originally came from the Latin word called “sustinere” this means “to hold.” After publication of the report of the Brundtland Commission, “our common future”, in 1987, this term “sustainability” has commonly been paired with the concept of development (onions, 1964; WECD, 1987). The term can be found in the 1650’s when presented in the German word of Nachhaltigkeit. At that time, research looked at preserving soils which could support the sustainability of wood supplies. Furthermore, the author stated the need to plant as many trees as the ones extracted in order to protect future supplies (Carlowitz, 1713) The research in the topic has increased in the 19th century fueled by the negative environmental impacts caused by people. In 1962, a marine biologist named Rachel Carson published her book “Silent Spring” where she assessed how the use of

chemicals are harming wildlife and would ultimately poison humanity by causing illness such as cancer. This led to banning a number of chemicals a decade later after the public anger which was typically the result of the fear that poisoning and pollution would soon impact on the food supply chain. Social critiques that followed Carson attributed the environmental degradation to systematic factors such as a profit driven business cultures rather than a random neglect (Ricketts, 2010).

Today, calls for sustainability actions are increasing. The sources that can support include government changing policies and regulations, organizations engaging in voluntary social responsibility programs, and also sensitizing people by educating them to change their consumption patterns. Which means we should only buy when there is need and really have the money but not buy what we just want. Buy necessity.

Recently, the term is being used to discuss the integration between the social, environmental and economic aspects of sustainability. This is evident by the 68% of the global 250 firms generating sustainability reports who covered these aspects. This was not the case in the 1999 where the primary emphasis was on environmental reporting (Carter & Rogers, 2008).

2.2 HOW SRM LEADS TO SUSTAINABILITY.

The concept of Supplier Relationship Management can be defined as the systematic approach of evaluating the suppliers' contributions and influence on the success of the organization, determining the various tactics to maximize suppliers' performance, and developing the strategic approach to work on these determinations. The overall process and approach helped to create a positive relationship between the buyer and the supplier relationships determining that activities engage in with each of the suppliers of the firm. Supplier Relationship Management is used by the various supply chain professionals and experts who involved in areas such as procurement, project management, and operations amidst which these professionals deal with the suppliers on a regular basis. (Hitesh Bhasin 2023)

SRM was seen to help in the selection and evaluation of suppliers based on sustainability criteria such as, environmental performance, labor practices and ethical sourcing. This enables companies to work with suppliers who align with their sustainability goals. (Linton et al., 2007). As a company, when you have a relationship with your suppliers, you get to comprehend them exhaustively, which means that you know all your suppliers' capabilities. The selection and evaluation process therefore became easier as each supplier were categorized accordingly. Suppliers that aligned with sustainability goals and objectives of the company were retained to work hand in hand with the company. Supplier selection and evaluation therefore helped to measure and monitor performance of the suppliers, whether they were complying to the company's objectives.

It also facilitated collaboration and knowledge sharing between companies and suppliers, fostering joint efforts to develop sustainable practices and innovative solutions. This collaboration led to the implementation of environmentally friendly technologies, waste reduction and energy efficiency improvements (Chavez et al, 2018). When a company has a good and understanding relationship with its suppliers, there will be collaboration or working together, where all necessary information will be availed to reach a common goal because of the trust that has been built. Carter & Rogers, 2008 argue that SRM promotes transparency and traceability in supply chains, enabling companies to identify and address sustainability risks. By working closely with suppliers and encouraging them to disclose information on their practices and materials, companies ensured compliance with sustainability standards and reduce the potential for environmental and social issues. The relationship built encouraged suppliers to be trustworthy, this act made it easier to trace the products but also the processes to see if there was sustainability.

Effective SRM helped companies mitigate sustainability related risks in their supply chains. By proactively identifying potential risks such as natural disasters, human

rights violation or resource scarcity, companies worked collaboratively with suppliers to develop strategies for risk prevention, mitigation and resilience. (Walker et al, 2008). Having a good relationship with suppliers ensures that when a threat comes, suppliers are not only prepared for it but also absorb the impacts.

SRM enabled companies to monitor supplier performance and drive continuous improvement in sustainability practices. By setting clear sustainability targets, measuring supplier performance against those targets, and providing feedback and support, companies can incentivize suppliers to adopt sustainability practices and enhance their overall environmental and social performance. (Pagell & Wu, 2009).

2.3 HOW RELATIONSHIPS CAN BE DEVELOPED.

Research showed that supplier relationship was a term used to refer to the connection between a company and its suppliers. It included the process of communication, negotiation and relationship building with the suppliers that provide goods and services to an organization. These relationships helped in ensuring quality products and services.

Maintain open and transparent communication channels with suppliers to ensure clarity and alignment of expectations. (Freeman, 2010). Be honest with your suppliers and do not lie to them about anything they should know, because once they find out the truth, it will create havoc and cause mistrust. Establish regular meetings, use technology tools to facilitate communication and be responsive to their inquiries and concerns. Be responsive and accessible to address concerns and queries promptly. (Cousins et al, 2008).

Trust was seen as a key element in supplier relationships. Maintain regular and consistent communication to foster understanding and trust. (Jap, 2001). Foster trust by being transparent about your company's goals, expectations and challenges. Share relevant information, such as forecasts or market trends to help suppliers align their operations with your needs. Being open to the suppliers also means they will be open to the company as well and release all necessary information available.

Establishing contracts that outline expectations, quality standards, delivery schedules and performance metrics can help align supplier interests and reduce potential conflicts and risks. Design contracts that incentivize long-term relationships and foster collaboration. Collaborate on joint projects such as product development or process improvement to foster a sense of partnership and mutual benefit.

Supplier development programs are initiatives implemented by organizations to enhance the capabilities and performance of their suppliers. The company supported suppliers in enhancing their capabilities and performance through training, knowledge sharing and collaborative initiatives. This helped in build long-term relationships based on continuous improvement and mutual growth.

Regularly provide feedback on supplier performance, highlighting areas of improvement and acknowledging their contributions. After appraising the suppliers, do not keep the feedback to yourself, they become curious and anxious to know. Therefore, do not keep any information especially concerning their performance away from them. Tell them however bad the feedback is. They will appreciate.

Recognize and reward suppliers who consistently meet or exceed expectations to reinforce a positive working relationship. This was done after appraisal. The suppliers doing well were recognized for example by pinning their photo on the company notice board and web site as 'supplier for the month.' Also rewarded them once in a while by either giving them a retreat or by giving them appreciation packages. These acts encouraged them to stay in the company and even be more productive.

2.4 KEY SUCCESS FACTORS FOR SRM

For successful long-term cooperation between the buyer supplier chains, the most crucial factor was to build a trustworthy strategy of managing the relationship. This close relationship gave more opportunities and benefits, for example a supplier was given a chance to get investors for their new products or start-ups. The main factor in achieving a successful relationship was through its effective management. Sharing information as well as communicating with your client is an essential requirement for supplier development activities. (Sillanapaa, Shahzard & Sillanpaa, 2005) However, efficient management of business communication required a lot of experience and leadership skills, as it sensitive and individual to every person. A key to successful communication between supplier and buyer relied on their mutual collaboration. In the modern world, managing relationships is no longer a one-sided strategy: it is dynamically changing toward collaborative approach. It gives an advantage of constant competitiveness, which is a catalyst for continual improvement.

Trust can be identified as a willingness of one party to rely on their partner confidently. It was the main factor affecting the strength of any inter-organizational relationships (Morsy, 2017). Trust is the very first and most imperative. This is because trust in very many ways formed the core of the relationship between the two parties, the suppliers and the buyers. Thus, on the foundation of trust, most relationships are built. The supplier must be able and willing to trust its buyers. Which means that the company was able to communicate to its suppliers all details of what is happening and in cases where it was making losses too. This will build trust with its suppliers and may also advise accordingly.

The degree of commitment showed both parties the willingness of each organization to put in as much effort in their regards and promises full assurance. Such actions result in mutual benefits and sustaining satisfying relationships between both parties (Morsy 2017). The primary condition on which commitment should be built is when each partner is assured that the cooperation is equally valuable for each side of this alliance. Both parties should be able to contribute equally to the wellness of the organization. The buying organization must be able to fulfill and be committed to

fulfilling what the promises made to suppliers and suppliers should fulfill what they also promised to do without difficulty.

A well-built communication strategy may set a mood for the partnership. Therefore, a supplier must carefully assess the situation and organize an exceptional strategy to build a long-term cooperation with the buyer. According to Kurnia and Wahjudono (2015), building a successful business partnership require mutual benefits, mutual trust, and interdependence between related parties.

Coca cola had a strategy of reducing pollution in the environment by employing the three Rs, reuse, recycle and remanufacture. This strategy attracted suppliers that had the same vision which eased on supplier relationship management because of having similar goals and objectives. Reward-based strategy was important as well. Recognize suppliers with exceptional performance, commitment and dedication. In doing so, the suppliers will be motivated to improve the relationship with their buyers.

The supplier's reputation can be the main decisive factor for the buyers in supply chains. It often becomes the primary selection criterion when it comes to picking a business companion, as it may affect every party involved in the relationship. Reputation represents a firm's perception of the capabilities of another organization (Morsy, 2017). A trustworthy, reliable and good performing supplier is easy to manage. Choose suppliers with a good reputation because they are easy to communicated to with less misunderstandings.

2.5 SUMMARY OF LITERATURE REVIEW.

The chapter of literature review begun by exploring the theories related to supplier relationships as a driver for sustainability, which were supplier relationships and sustainability as the key concepts. It was followed by the three objectives that were exhausted fully.

CHAPTER THREE

RESEARCH METHODOLOGY.

3.0 INTRODUCTION.

This chapter explains the research methodology that was used in addressing the research objectives. Specifically, the chapter constitutes the research design, study population, sampling design, sampling size, sampling techniques, sampling methods, data sources, research instruments, validity and reliability of the research methods, research procedures and ethics, data analysis tools and limitations of the study.

3.1 Research Design.

The study adopted a descriptive research design in obtaining information about Supplier relationships as a driver for sustainability. Research showed that descriptive study was one that is designed to describe the distribution of one or more variables, without regard to any casual or other hypothesis. Descriptive research spanned both qualitative and quantitative methodologies, it brought the ability to describe the events in greater or less depth as required but to also focus on the various elements of the different techniques and to engage quantitative statistics to organize information in a more meaningful manner. A well-designed research study enhanced the validity and reliability of findings, helped researchers answer their research questions and ensured the appropriateness of the chosen methodology. (Creswell, J, W.2014).

3.2 Study Area.

The study was conducted from Century Bottling Company located on plot 964, Namanve Industrial Area, Jinja road, Kampala Uganda Mukono. It is approximately located 15 kilometers east of downtown Kampala. Namanve is boarded by Seeta to the east, Namilyango to the southeast, Lake Victoria to the south, Kirinnya to the southwest and Bweyogerere to the west and northwest.

3.3 Study population.

The study population comprised of some of the Coca Cola company staff among which included seniors, procurement officers, logistics managers, and heads of departments. The anticipated population size was 60 employees.

3.4 Sample size.

To come up with a representative sample, I computed for a sample size. Therefore, since my population was already known, I went ahead and used Taro Yamane 1967's formula.

$$n = \frac{N}{1 + N(e)^2}$$

sample size is n

N is the population

e is the error team which ranges between 0.01 and 0.10

$$n = \frac{60}{1 + 60(0.05)^2}$$

$$n = \frac{60}{1 + 0.15}$$

$$n = \frac{60}{1.15} = 52$$

therefore, my sample size was 52 anticipated respondents.

3.5 Sampling techniques.

Sampling is selecting or choosing. Sampling techniques are statistical approaches used for selecting a representative sample from a whole. Probability and non-probability are the two sampling techniques. Judgmental sampling technique and simple random sampling technique.

3.5.1 Judgmental sampling technique.

This is where the researcher purposely selected respondents. Another name is purposive. The researcher picked samples which she assumed capable to produce the required data about the subject at hand. The researcher aimed to use this technique because; it was time saving, was easy to approach target market, to receive real time results among other reasons.

3.5.2 Simple random sampling.

This is where every element of the population has a chance of inclusion in the study without any inherent bias. Under this, the researcher used the fish bowl method this. The researcher used this method because it was easy to use, gave each element the population an equal and independent chance of inclusion in the study.

3.6 Data collection sources.

These are two which include primary and secondary data collection sources that the researcher used.

3.6.1 Primary sources.

These were first hand sources of information. This was original data directly collected from the source itself. The researcher used interviews which were in-person interviews. Raw data. Any unprocessed data collected from experiments, surveys within the company is considered a primary source. Observational data was another source. Direct observation of events, behaviors or a situation. These were in form of field notes, recordings or even audiovisual recordings.

3.6.2 Secondary sources.

This is document review. This is data collected from the problem at hand. (Malhotra 2004). Secondary sources are created by individuals or companies who do not participate directly in the events or conduct original research. These sources include books, articles, company online journals and websites. Secondary sources save time and also make research more accessible to people or researchers with very limited

time. This helped the researcher to compare the information got and what was written by other scholars or individuals to come up with a conclusion.

3.7 Data collection methods.

The data was collected by the use of questionnaire survey, interviews and direct observation.

3.7.1 Questionnaires and surveys;

Questionnaires are self-administered surveys that respondents complete on their own without your supervision. Surveys involve the administration of a set of structured or non-structured questions to a sample of individuals or group. Questionnaires and surveys can either be conducted in person, online, over the phone, video calls or through email. The use of this method was that the study focuses on opinions, feelings, attitudes and perception of the respondents.

3.7.2 Direct observation.

This involved watching and recording behaviors, events or the situation in real time. This carried two forms, either the researcher could do participant observation, where the researcher does not disclose her identity or non-participant observation, where the participants know about the identity of the researcher, but triangulation was best because the behavior of participants was studied as it occurred and also recalled what she saw.

3.8 Data collection procedures.

A letter of introduction was obtained from Uganda Christian University school of business that introduced the student to the field to undertake the research.

3.9 Reliability and Validity of data.

3.9.1 Reliability of data.

Jacob Cohen, a prominent statistician, defines data reliability in the context of psychometrics. According to Cohen, data reliability refers to the extent to which observations or measurements of a particular construct are consistent and free

random error. He introduced the concept of reliability coefficients, such as Cronbach's alpha, to quantify the reliability of measurements.

3.9.2 Validity of data.

Stanely Smith Stevens, a prominent psychologist, emphasized the importance of validity in measurement. According to Stevens, validity refers to the degree to which a test or measure accurately assesses the construct or variable it intends to measure. He proposed different types of validity, including content validity, criterion-related validity, and construct validity, each addressing different aspects of measurement accuracy. The questions in the instruments like interview guide were subjected to validity by the research supervisor.

3.10 Data Analysis, interpretation and presentation.

Data was analyzed, and interpreted and presented in chapter 4 by the use of tables. The data was sorted, tabulated and summarized using descriptive statistics such as standard deviation and factor analysis tests.

3.11 Ethical consideration.

Ethics are the morally acceptable code of conduct in any field. It defines the dos and don'ts in any field. They include confidentiality, informed consent un bias among others. Therefore, the research was conducted with due respect to ethical considerations. The researcher obtained consent of the participants in the research, there was no bias in any way while conducting this study, confidentiality was administered and anonymity since the respondents asked for it.

3.12 Limitations to the study.

Time. The researcher anticipated that the research would take time during working hours, which means that the timing of respondents was quite difficult to attain feedback, but with any chance got, it was utilized to seek attention of the target

group and clarify the need to do the research and so their cooperation was greatly appreciated.

Financial costs. These were in terms of transport, typing, photocopying and printing, lunch among others activities. Support from family members and friends was greatly appreciated.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction.

Chapter four consists of data presentation, analysis and interpretation of findings on supplier relationships as a driver for sustainability: a case of Century Bottling Company. The findings are presented according to the specific objectives using tables. The first section of this chapter presents the background information of respondents.

4.1 Demographic characteristics of respondents.

SECTION A

The demographic characteristic considered in this study included gender, education, and years in services.

Table 1: Gender of respondents

Response	Frequency	Percentage
Male	21	55.3%
Female	17	44.7%
Total	38	100%

Source; primary data 2023

From table 1 above, the response indicated that majority of respondents male 21(55.3) and the female being 17(44.7) which means that the majority of the workers are male. Men are mostly employed because of work of lifting and carrying heavy equipment, which means men are more aggressive and flexible than women. This however did not affect the performance of the company in executing their work.

Table 2: level of education

Level of education	Frequency	Percentage
Masters	1	2.6%
Degree	29	76.3%
Diploma	5	13.2%
Certificate	2	5.3%
Drop out	1	2.6%
Total	38	100%

Source; primary data 2023

From table 2 above, it can be observed that 1(2.6) respondent had done masters, 29(76.3) were degree holders, 5(13.2) had done diploma, those with a certificate were 2(5.3) and 1(2.6) drop out. The information provided above shows that century bottling company recruits mostly degree candidates to join the company. This implies that most of the respondents had formal education which is imperative to the core of the study.

Table 3: years in service

Response	Frequency	Percentage
Less than 1 year	14	36.8%
1-5 years	18	47.4%
5-10 years	5	13.2%

More than 10 years	1	2.6%
Total	38	100%

Source; primary data 2023

From table 3 above, 36.8% had been working in the company for less than one year, 47.4% have been working between one to five years, 13.2% have been in the company between five to ten years and 2.6% has been in the company for more than years. This means that 47.4% of the respondents had stayed long in the company and had become very knowledgeable and well conversant about the activities and the operations within and outside the company.

4.2 How SRM leads to sustainability

SECTION B

Which of the following best illustrates how SRM leads to sustainability in Centaury Bottling Company.

Statement	Strongly agree	agree	Not sure	disagree	Strongly disagree
SRM helps in the selection and evaluation of suppliers based on sustainability criteria	19(50%)	13(34.2%)	3(7.9%)	1(2.6%)	2(5.3%)
Fosters knowledge sharing between companies and its suppliers	15(39.5%)	21(55.3%)	2(5.3%)	-	-

It also facilitates collaboration, fostering joint efforts to develop sustainable practices and innovative solutions.	18(47.4%)	18(47.4%)	2(5.3%)	-	-
SRM promotes transparency and traceability in supply chains, enabling companies to identify and address sustainability risks	15(39.5%)	19(50%)	4(10.5%)	-	-
SRM enables companies to monitor supplier performance regarding sustainability	16(42.1%)	19(50%)	1(2.6%)	2(5.3%)	-
SRM helps in continuous improvement in sustainability practices	17(44.7%)	21(55.3%)		-	-
Effective SRM helps companies mitigate	15(39.5%)	18(47.4)	5(13.2%)	-	-

sustainability related risks in their supply chains.					
--	--	--	--	--	--

Source; primary data 2023

Table 4.2 shows that 19(50%) strongly agree, 13(34.2%) agree, 3(7.9%) are not sure, 1(2.6%) disagree and 2(5.3%) strongly disagree to the statement that SRM helps in the selection and evaluation of suppliers based on sustainability criteria. It can therefore be stated that SRM is important when it comes to selection and evaluation of suppliers since most respondents strongly agree to it.

Looking at the statement of, it fosters knowledge sharing between companies and its suppliers, 15(39.5%) strongly agree, 21(55.3%) agree, 2(5.3%) are not sure, neither anybody disagrees nor strongly disagrees. It is important to note that SRM fosters knowledge sharing.

18(47.4%) strongly agree that SRM facilitates collaboration, the same number of people also agree, 2(5.3%) are not sure, neither any disagree nor strongly disagrees. Having good supplier relationship facilitates collaboration or working together.

For transparency and traceability, 15(39.5%) strongly agree, those that agree are 19(50%), 4(10.5%) are not sure and neither any disagree nor strongly disagrees. Clearly, managing supplier relationships will cause transparency or openness that is essential in causing sustainable practices.

16(42.1%) strongly agree that SRM enables supplier performance monitoring, 19(50%) agree, only 1(2.6%) is not sure and 2(5.3) disagree and nobody strongly disagrees.

When it comes to continuous improvement, 17(44.7%) strongly agree, 21(55.3%) agree and non is not sure, nor disagrees nor strongly disagrees. It is therefore vital to note that having a good relationship with your suppliers will lead to contours improvement since you know each other on a certain level.

15(39.5%) strongly agreed that SRM helps companies mitigate sustainability related risks in supply chains, 18(47.4%) agreed, 5(13.2%) were not sure and no one disagreed or strongly agreed.

4.3 How relationships are developed

SECTION C

Statement	Strongly agree	agree	Not sure	disagree	Strongly disagree
Maintain open and transparent communication channels with suppliers to ensure clarity and alignment of expectations	22(57.9%)	16(42.1%)			
Trust is a key element in supplier relationships	25(65.8%)	13(34.2%)			
Establishing contracts that outline expectations, quality standards, delivery schedules and performance metrics	15(39.5%)	15(39.5%)	8(21.1%)		

can help align supplier interests and reduce potential conflicts and risks.					
Supplier development programs are initiatives implemented by organizations to enhance the capabilities and performance of their suppliers	12(31.6%)	18(47.4%)	8(21.1%)		
Regularly provide feedback on supplier performance, highlighting areas of improvement and acknowledging their contributions	13(34.2%)	25(65.8%)			
Recognize and reward suppliers who consistently meet or exceed expectations to reinforce a positive working relationship	11(29.7%)	20(54.1%)	4(10.8%)	-	2(5.3)

Source; primary data 2023

Table 4.3 indicates 22(57.9%) respondents strongly agreeing that open and transparent communication channels aid in building relationships, 16(42.1%) respondents agree as well but there are none that are not sure nor even disagree. The respondents agree to the above statement.

With trust, 25(65.8%) strongly agree, 13(34.2%) agree and there is none who is not sure nor even disagrees. Therefore, it is necessary to conclude that trust is a vital element in developing relationships.

15(39.5%) strongly agree that establishing contracts that outline expectations is important in building relationships. 15(39.5%) agree as well, 8(21.1%) are not sure but no one disagrees. Employees agree that an outline of expectations is vital.

For supplier development programs, 12(31.6%) strongly agree, 18(47.4%) agree, 8(21.1%) are not sure but no one is disagreeing. These programs help in developing suppliers.

For feedback, 13(34.2%) strongly agree, 25(65.8%) agree but no one is not sure nor even disagrees. This implies that feedback helps suppliers know where they have gone wrong and improve, this in a way develops relationships.

11(29.7%) respondents strongly agree that recognizing and rewarding suppliers will help in developing relationships with them, 20(54.1%) agree as well, whereas 4(10.8%) are not sure and 2(5.3%) strongly disagree. This action motivates them and, in a way, assist in developing the relationship.

4.4; key success factors for SRM

SECTION D

STATEMENT	Strongly agree	Agree	Not sure	disagree	Strongly disagree

Trust	25(67.6%))	12(31.6%))			
Commitment	16(42.1%))	20(52.6%))	-	-	2(5.3%)
Well-built communication strategy	19(50%)	15(39.5%))	2(5.3%)	2(5.3%)	
Supplier reputation	16(42.1%))	12(31.6%))	7(18.4%))	1(2.6%)	2(5.3%)
Coca-Cola sustainability strategy	11(28.9%))	16(42.1%))	7(18.4%))	2(5.3%)	2(5.3%)

Source; primary data 2023

Respondents 25(67.6%) strongly agree that trust is a key success factor for SRM, 12(31.6%) agree as well. No one is disagreeing or even not sure.

16(42.1%) respondents strongly agree commitment being a success factor for SRM, 20(52.6%) agree too. This implies that the employees know the benefit of SRM which yields commitment.

Well-built communication strategy, 19(50%) respondents agree strongly, 15(39.5%) agree, 2(5.3%) are not sure, 2(5.3%) disagree.

16(42.1%) strongly agree that supplier reputation is a success factor for SRM, 12(31.6%) whereas 7(18.4%) are not sure, 1(18.4%) disagrees and 2(5.3%) even strongly disagree.

Respondents 11(28.9%) strongly agree that the coca cola sustainability strategy is a success factor for SRM, 16(42.1%) also agree, 7(18.4%) are quite not certain, 2(5.3%) disagree and still 2(5.3%) strongly disagrees. The company strategy is vital in the success of SRM, that is why 16 and 11 respondents agree too.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction.

Chapter five presents the summary, conclusion and recommendations of the findings. For the summary, it focuses on the findings in relation to the objectives of the study. After this, the conclusion follows, still based on the findings and lastly, it's the recommendations.

5.1 summary of major findings.

5.1.1 To investigate how SRM leads to sustainability.

The data indicates that within Century Bottling Company, SRM is believed to contribute to sustainability through various ways. Notably, it promotes transparency and traceability for identifying sustainability risks which means that having SRM in place ensures clear vision of all activities taking place for instance manufacturing, packaging, transportation among others. It has been seen that it fosters knowledge sharing and collaboration between the company and its suppliers. When relationships are managed well, suppliers find it easy to share vital and relevant information with the company which also causes teamwork. Working together ensures that the suppliers are aligning their activities to sustainable practices. With SRM, Coca Cola is able to not only monitor but also improve supplier performance in regard to sustainability. All activities are checked regularly to ensure that sustainability is practiced, for instance, during manufacturing, sustainability should be embraced.

5.1.2 To investigate how relationships can be developed.

The findings revealed that trust, regular feedback, transparent communication channels, recognizing and rewarding suppliers among others helped the company build develop relationships. Information regarding changes were from top to bottom and was clearly understood by the suppliers, weekly meetings were held at the

company to ensure that everyone was on the same page, issues were raised and some were solved there and then while others were to first be discussed in depth. Feedback was provided to suppliers through emails, phone calls and some were face to face. Trust was exhibited by both the company and its suppliers; transparency was seen when a certain supplier confessed for the late delivery. For the development program, training and recruitment was seen. The suppliers and employees too were being trained about sustainable practices and other suppliers who came with high recommendation, and were recruited, actually some who saw the contract left since their interests were not aligning to the one of the company. I realized that on a certain notice in the company, four suppliers were recognized four months ago. This habit helped in developing relationships.

5.1.3 To investigate the key success factors for SRM

Based on the findings, effective SRM is an ongoing effort that requires dedication and commitment from both parties, the suppliers and the company as well. SRM was successful because of trust, commitment, clear communication strategy, among others between the suppliers and the company. Both parties showed commitment where the supplier who came in late still showed up no matter the time and truly said why he came late. It was found out that he had already communicated to someone else in the company that he may be caught up. It was well understood and cleared immediately. Looking at coca cola's strategy of reducing pollution, indeed it attracted suppliers who were interested in and had same goals and objectives which actually made it a success factor for SRM. Reputable suppliers are easy to deal with and have few misunderstandings. A few reputable suppliers made SRM easier because they provided expert information regarding raw materials and market position and how best to help the company.

5.2 Conclusion.

From the above summary of findings, the study concluded that the company embraces supplier relationships to drive sustainability. Sustainability cannot be achieved by the company on its own, it needs its suppliers by its side, that is why building and

management of supplier relationships is vital for the success of sustainability. Among the ways of managing this relationship is fostering trust, communication, transparency among others.

5.3 Recommendations.

I recommend the company to create more awareness of its sustainability strategy to all employees and ensure they understand it clearly.

It should also teach its employees about the need for supplier reputation, what it means and the benefit of, to be on the same line in case a person randomly asks them about the need for supplier reputation.

5.4 Areas for further study.

Research should be done on the effect of supplier relationship management on organizational performance.

References

Linton, J, D, Klassen R, & Jayaranman, V. (2007). Sustainable supply chains: An introduction. *Journal of operations management*, 25(6), 1075-1082

Chavez, R, Yu, W & Feng, M. (2018). How does supplier relationship management lead to innovation and improved performance? A study of automotive suppliers. *Journal of Supply Chain Management*, 54(4), 3-20.

Carter, C, R & Rogers, D, S. (2008). A framework of sustainable supply chain management: moving toward new theory. *International journal of physical distribution and logistics management*, 38(5), 360-387.

Walker, H, Di, Sisto, L, & McBain, D. (2008). Drivers and barriers to environmental supply chain management practices: lessons from the public and private sectors. *Journal of purchasing and supply chain management*, 14(1), 69-85

Pagell, M, & Wu, Z. (2009). Building a more complete theory of sustainable supply chain management using case studies of ten exemplars. *Journal of supply chain management*. 45(2), 37-56.

Monczka R.M Handfield, R, B, Giunipero, L, C & Patterson, J.L(2015). *Purchasing and supply chain management*. Cengage learning.

What is Supplier Relations? - Definition. Retrieved on 4/06/2023. [Oboloo.com](https://www.oboloo.com).

Liu, S & Golightly, D. (2016). Supplier relationship management in construction: Literature review and future perspectives. *Journal of construction engineering and management*, 142(6), 04016014, doi: 10.1061/(asce)co.1943-7862.0001122.

Christopher, M. & Peck, H. (2004). Building collaborative partnerships in the supply chain. *The international journal of logistics management*, 15(2), 1-15. Doi: 10.1108/09574090410700275.

Rajput, A, Kannan, V, R & Tan, K, C. (2014). Supply chain contracting under asymmetric information; review, limitations and extensions. *omega*, 42(1), 2-20. Doi: 10.1016/j.omega.2013.04.001.

Wagner, S, M & Bode, C. (2008). Supplier integration at the product development level: Empirical evidence from the electronics industry. *Supply chain management: an international journal*, 13(3), 194-205. Doi:10.1108/13598540810870795.

Luzzini, D, Brandon-Jones, E, & Brandon- Jones, A. (2018). The role of purchasing in CSR: Towards a purchasing and supply management agenda for public good and social issues. *Journal of purchasing and supply management*, 24(3), 183-186, doi: 10.1016/j.pursup.2018.08.005.

A complete guide to Supplier Relationship Management (SRM). www.jaggar.com 08 June 2021

What is supplier relationship Management? Jonathan Webb Feb 21, 2017 08: 46pm EST. www.forbes.com

Benefits Of Supplier relationship management. Jonathan Davies on 21 Jan. www.winman.com

Can Coca-Cola ever really go sustainable? By Jill Ettinger Feb 24, 2022. www.greenqueen.com

Supplier Relationship Management Optime Vendor Relations. Tradeshift.com

What is sustainability? Definition, types and examples. Santander Universidades 06/04/2023. www.becas-santander.com

Conceptual Analysis of Sustainability and Sustainable Development. Nishan Sakalasooriya. March 2021. www.scirp.org

Factors that shape the relationship between the buyer and the supplier report (Assessment) Jun 20th, 2021. Ivypanda.com.

Rakesh A & Priya R. *Perspect Clin Res*. 2019 Jan-Mar; 10(1): 34-36. Doi: 10.4103/picr.PICR 154 18. Study designs; Part 2- Descriptive studies.

What is descriptive research? Members.aect.org. August 3, 2001.

Creswell, J, W. (2014). Research Design: qualitative, quantitative and mixed methods approaches. Sage publications.

Coca cola Uganda address. Centaury Bottling Company Ltd. Yellow.ug

Cohen, J, (1960). A coefficient of agreement for nominal scales. educational and Psychological Measurements, 20(1), 37-46.

Stevens, S, S. (1954). The Journal of the American Statistical Association, 49(268), 736-746. www.tandfonline.com.

Carr, A, S & Pearson. J N (2002). Strategically managed buyer-supplier relationships and performance outcomes.

Caniels M, C & Gelderman, C, J. (2007). Purchasing's role in managing the supplier base.

Kwon, I, W, G & Suh, T. (2004). Factors affecting the level of trust and commitment in supply chain relationships.

Elkington, J. (1997). Cannibals with forks: The triple bottom line of 21st century business. Capstone.

Porter, M, E, & Kramer M, R, (2011). Creating shared value. Harvard business review. 89(1/2), 62-77.

Rockstrom, J, Steffen W, Noone, K, Persson, A, Chapin, F, S, Lambin, E, F & Foley, J, A. (2009).

United Nations (n.d). sustainable Development Goals. Retrieved from <https://sdgs.un.org/goals>.

APPENDICES

APPENDIX 1: QUESTIONNAIRE

Dear Respondent,

RE: Request to fill the questionnaire

My name is NAKIYIMBA ANNETTE and I am conducting research about SUPPLIER RELATIONSHIPS AS A DRIVER FOR SUSTAINABILITY. This research is academic research which is one of the essentials required to be awarded with a Bachelor's Degree in PROCUREMENT AND LOGISTICS MANAGEMENT at Uganda Christian University Mukono. The information you provide shall be treated with confidentiality and will only be used for statistical and analytical purposes. Thank you so much for accepting to participate in this study.

Please tick where appropriate

Section A: Respondent's Background Characteristics

Gender

Male Female

Respondents' Level of Education

Level of Education	Please tick
certificate	
Diploma	
Bachelor's degree	
Masters	

Employees Work Experience

Period(years)	Please tick
Less than 1 year	
1-5 years	
5-10 years	
More than 10 years	

Section B: How SRM leads to sustainability

Which of the following best illustrates how SRM leads to sustainability in Centaury Bottling Company. Please tick where appropriate. (Where 1 is strongly agree, 2 is agree, 3 is not sure, 4 is disagree and 5 strongly disagree.)

STATEMENT	1	2	3	4	5
SRM helps in the selection and evaluation of suppliers based on sustainability criteria					
Fosters knowledge sharing between companies and its suppliers					
It also facilitates collaboration, fostering joint efforts to develop sustainable practices and innovative solutions.					

SRM promotes transparency and traceability in supply chains, enabling companies to identify and address sustainability risks					
SRM enables companies to monitor supplier performance regarding sustainability					
SRM continuous improvement in sustainability practices					
Effective SRM helps companies mitigate sustainability related risks in their supply chains.					

SECTION C; HOW RELATIONSHIPS ARE DEVELOPED

Of the following statements, which one shows how relationships are built with suppliers at coca- cola. Please tick where appropriate. (Where 1 is strongly agree, 2 is agree, 3 is not sure, 4 is disagree and 5 strongly disagree.)

STATEMENT	1	2	3	4	5
Maintain open and transparent communication channels with suppliers to ensure clarity and alignment of expectations					
Trust is a key element in supplier relationships					
Establishing contracts that outline expectations, quality standards, delivery schedules and performance metrics can help align supplier interests and reduce potential conflicts and risks.					
Supplier development programs are initiatives implemented by organizations to enhance the capabilities and performance of their suppliers					

Regularly provide feedback on supplier performance, highlighting areas of improvement and acknowledging their contributions					
Recognize and reward suppliers who consistently meet or exceed expectations to reinforce a positive working relationship					

SECTION D; KEY SUCCESS FACTORS FOR SRM.

Below are the key success factors for Supplier Relationship Management. These are the activities done that can ensure you have a good relationship with the suppliers. Please tick where appropriate. (Where 1 is strongly agree, 2 is agree, 3 is not sure, 4 is disagree and 5 strongly disagree.)

STATEMENT	1	2	3	4	5
Trust					
Commitment					
Well-built communication strategy					
Supplier reputation					
Coca- Cola sustainability strategy					

Thank you for your participation.

APPENDIX 2: PROPOSED BUDGET FOR THE DISSERTATION

ITEM	QUANTITY	AMOUNT (ugx)
Dissertation binding and printing	2	50,000
Questionnaire printing	80	6,500
Transport		20,000
Miscellaneous		10,000
Estimated expenditure		86,500



UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

School of Business

July 10th 2023

To whom it may concern

Name: NAKIYIMBA ANNETTE Reg. No. 519B12/317

A bachelor's student who is seeking permission from your office to collect data for his/her dissertation titled

"SUPPLIERS AS A DRIVER FOR SUSTAINABILITY....."
RELATIONSHIPS

We shall be grateful if you could render assistance to him/her in collecting the necessary data for his/her dissertation

The Uganda Christian University School of Business thanks you in advance

Mukisa Simon Peter
Research coordinator

