

**THE IMPACT OF SUPPLY CHAIN RISK MANAGEMENT ON PROCUREMENT
PRACTICES IN MANUFACTURING FIRMS: A CASE OF UGANDA BREWERIES
LIMITED**

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DECLARATION

This report is original and has never been submitted to any university or institution of higher learning for any award.

RUTINDA MARCUS KADIIGA

Signature: RA.....

Date: 20/05/26.....

APPROVAL

This is to certify that this dissertation on the topic "The Impact of Supply Chain Risk Management on Procurement Practices in Manufacturing Firms" by Rutinda Marcus Kadiiga M22B12/032 was conducted under my supervision and guidance and is now ready for submission to the school of business for examination in partial fulfillment of the requirements for the award of a degree in procurement and logistics management.

Signature:  Date: 20/05/2026

MR. DUNCAN TUMUHAMYE

DEDICATION

This work is dedicated to my parents and siblings for their support

ACKNOWLEDGEMENT

I am forever grateful to my lecturers, supervisors and staff at Uganda Breweries Limited for the support, guidance during this research.

TABLE OF CONTENTS

Contents

DECLARATION	i
APPROVAL	ii
DEDICATION	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS.....	vi
LIST OF TABLES	ix
LIST OF ABBREVIATIONS.....	x
ABSTRACT.....	xi
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Background of case study	2
1.1.1 Contextual Background	2
1.2 Problem Statement	3
1.3 Specific Objectives.....	4
1.4 Research Questions	4
1.5 Scope of the Study.....	4
1.5.1 Content Scope	4
1.5.2 Geographical Scope.....	4
1.5.3 Time scope	5
1.6 Significance of the study	5
1.7 Justification of the Study.....	5
1.8 Limitations and Delimitations of the study	5
1.9 Conceptual frame work	6
CHAPTER TWO	7

LITERATURE REVIEW	7
2.0 Introduction	7
2.1 Theoretical Review	7
2.1.1 Resource Based View (RBV)	7
2.2 Concept of Supply Chain Risk Management	8
2.3 Procurement Practices in Manufacturing Firms	9
2.4 Link between SCRM and Procurement Practices	10
2.5 Empirical Literature Review	11
CHAPTER THREE	13
RESEARCH METHODOLOGY	13
3.0 Introduction	13
3.1 Research Design	13
3.2 Target Population	13
3.3 Sample size and Sampling Techniques	13
3.3.1 Sample size	13
3.3.2 Sampling Techniques	14
3.4 Data Collection Methods	14
3.5 Data Collection Instruments	15
3.6 Data Collection procedures	15
3.7 Data Analysis Techniques	15
3.8 Validity and Reliability of Research Instruments	16
3.9 Ethical Considerations	16
CHAPTER FOUR	17
DATA PRESENTATION, ANALYSIS AND INTERPRETATION	17
4.0 Introduction	17
4.1 Response Rate	17
4.2 Demographic Characteristics of the respondents	18

4.2.1 Gender distribution	18
4.2.2 years of experience	18
4.3 Supply Chain Risks Affecting Procurement	19
4.4 Supply Chain Risk Management Strategies	20
4.5 Procurement Performance Indicators	21
4.6 Regression Analysis	21
4.7 ANOVA Summary	22
4.8 Regression Coefficients.....	22
4.9 Summary of the Findings	23
CHAPTER FIVE	24
SUMMARY, CONCLUSION, AND RECOMMENDATIONS	24
5.0 Introductions.....	24
5.1 Summary of the findings	24
5.1.1 Supply Chain risk	24
5.1.2 Supply Chain Risks Affecting Procurement.....	24
5.1.3 Supply Chain Risks Management strategies	25
5.1.4 Procurement Performance	25
5.1.5 Regression Results.....	26
5.2 Conclusion.....	26
5.3 Recommendations	26
5.4 Areas for Further Research	27
REFERENCES	28
APPENDICES	29
APPENDIX 1: INTRODUCTION LETTER	29
APPENDIX 1I: QUESTIONNAIRE	30

LIST OF TABLES

Table 1: Response rate	17
Table 2: Gender distribution	18
Table 3: Years of experience	18
Table 4: Supply chain risks affecting procurement	19
Table 5: Supply chain risk management strategies.....	20
Table 6: Procurement performance indicators	21
Table 7: Regression analysis	21
Table 8: ANOVA summary	22
Table 9: Regression Coefficients	22

LIST OF ABBREVIATIONS

ANOVA – Analysis of Variance

df – degree of freedom

EABL – East African Breweries Limited

RBV – Resource Based View

R – Correlation Coefficient

R^2 - Coefficient of Determination

Sig - Significance Level

SPSS – Statistical Package for Social Sciences

SCRM – Supply Chain Risk Management

Std. Dev - Standard Deviation

UBL – Uganda Breweries Limited

UBOS – Uganda Bureau Of Standards

ABSTRACT

This study was conducted to examine the impact of supply chain risk management on the procurement practices at Uganda Breweries Limited located at Port Bell in Nakawa division, Kampala District. It was conducted from March 2026 to May 2026. The study adopted a case study and descriptive research design. We had a sample size of 67 employees drawn from a population of 80, which in return yielded 60 valid responses (89.6%). Data was collected using structured questionnaires and analyzed using descriptive statistics and regression analysis.

Chapter four findings confirmed that supplier delays, price fluctuations and transportation disruptions are key risks affecting procurement. Also notable to say is that regression results showed a strong statistically significant relationship between supply chain risk management and procurement performance. The feedback from interviews conducted with management revealed mitigation strategies like supplier evaluation, multiple sourcing and the use of digital systems as solutions.

Chapter five concluded that effective risk management greatly enhances procurement outcomes, particularly in cost efficiency, supplier reliability, timely delivery and product quality.

Finally I recommend manufacturing firms to strengthen supplier management practices, expand sourcing strategies and invest in digital technologies to improve supply chain resilience and performance

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Globalization has made business environment very competitive for firms to become increasingly dependent on efficient and reliable supply chains to sustain their operations. Those involved in manufacturing heavily rely on procurement systems to ensure continuous availability of raw materials and other production inputs.

Procurement practices as a key aspect of business operations involves acquisition of goods and services for operations to take place efficiently. This process involves supplier selection, contract management, cost control, quality assurance and delivery coordination (Lysons & Farrington 2016). The effectiveness of procurement practices is closely linked to company / organization's ability to manage supply chain risks. Organisations that integrate risk management into procurement processes are far more likely to achieve efficiency, reliability and cost effectiveness.

There is however a growing complexity and interconnectedness of supply chains exposing companies and organisations to a wide range of risks, including supplier failures, transportations disruptions, demand fluctuations, geopolitical uncertainties and technological challenges.

Supply Chain Risk Management (SCRM) has emerged as a critical strategic function aimed at identifying, assessing and mitigating risks that can disrupt supply chain operations. Where there exists an effective SCRM, firms are able to anticipate potential disruptions, develop contingency plans so as to boost their resilience in procurement processes.

UBL being one of the Uganda's top manufacturing firm in Uganda with a complex supply chain environment that exposes it to both internal and external risks was most suitable choice to examine the impact of supply chain risk management on procurement practices.

Understanding how SCRM influences procurement practices in manufacturing firms is essential for improving operational efficiency and enhancing competitiveness similar firms.

1.1 Background of case study

In 1922 East African Breweries was founded in Kenya, while operations in Uganda started on 27th July 1946 at Port Bell Luzira in Kampala due to its proximity to abundant and steady supply of water. The first officially produce inline was anew mild beer called “Bell Brand” and has been the flagship brand for UBL for six decades now.

In 1954 Uganda Breweries Limited was incorporated in Kenya as an independent company from EABL and now owned as a subsidiary of Diageo. UBL produces a wide range of beers, spirits and non-alcoholic drinks at their port Bell brewery. The product line includes, bottled Beers (Tusker portfolio, Guinness, Pilsner), Spirits (Premium, Coconut, and pineapple flavors), Whiskeys (Gilbeys, Gin, Vodka), and non-alcoholic drinks (Alvaro, Tusker Cider) and they also distribute international premium brands under Diageo including Johnnie Walker, Baileys and Singleton

1.1.1 Contextual Background

The dynamic business environment that manufacturing firms face increases exposure to supply chain risks such as demand fluctuations, geopolitical tensions, natural disasters and supplier disruptions (Christopher & Peck 2004). These risks threaten the continuity of procurement processes, which are critical to ensuring timely production and delivery of goods.

Globally firms have adopted Supply Chain Risk Management (SCRM) practices to identify asses and mitigate these disruptions, thereby safeguarding procurement operations (HO et al. 2015). The Resource Based View (RBV) theory points to a fact that firms can achieve a sustainable competitive advantage by developing unique capabilities such as robust SCRM systems that are valuable, rare, inimitable and non –substitutable.

Across Africa firms operate in complex environments characterized by infrastructural challenges, political instability and limited supply chain visibility (Nnadi et al, 2020). Firms operating in such environments increase procurement vulnerabilities, making effective

SCRM essential for operational efficiency and cost control. Firms in the African settings are increasingly investing in internal capabilities such as risk assessment tools, supplier evaluation frameworks and strategic sourcing to strengthen their procurement functions (Ogunrinde & John, 2021).

Uganda's manufacturing sector is a major contributor to the national GDP and employment opportunities to Ugandan nationals. Procurement practices in manufacturing firms is often reactive, lacking systematic risk management frameworks (Mugisha et al, 2020). As a result, firms that invest in risk management competences are more likely to achieve procurement resilience.

RBV theories show the importance of supplier risk management capabilities in enhancing operational performance and achieving procurement excellence. UBL operates within a supply chain that is highly sensitive to internal and external risks because it sources raw materials both locally and internationally which expose it to supply chain disruptions, foreign exchange risks, and supplier reliability challenges (EABL, 2023).

UBL'S investment in supplier development, local sourcing strategies and digital procurement tools reflects its strategic focus on building internal competences, aligning with RBV perspective that such capabilities are essential for sustained competitive advantage.

1.2 Problem Statement

Manufacturing firms face increasing supply chain risks such as material shortages, supplier failures and transportation disruption which significantly impact on procurement efficiency and cost control (Ho et al, 2015) . In Uganda, procurement functions are often reactive and lack structured supply chain risk management systems (Mugisha et al, 2020). This leads to inefficiencies, production delays, and increased operational; costs.

Despite existing literature on procurement and risk management, there is limited empirical research examining how supply chain risk management affects procurement practices in Uganda's manufacturing sector.

This study therefore wanted to address the gap by examining the impact of SCRM on procurement practice at Uganda Breweries Limited.

1.3 Specific Objectives

1. To identify the key chain risks affecting procurement practices at Uganda breweries limited.
2. To assess the supply chain risk management strategies employed by Uganda Breweries Limited.
3. To examine the effect of supply chain risk procurement on procurement performance at Uganda Breweries Limited.

1.4 Research Questions

1. What are the major supply chain risks affecting procurement at Uganda Breweries Limited?
2. What supply chain risk management strategies are used at Uganda Breweries Limited?
3. How does supply chain risk management influence procurement performance at Uganda Breweries Limited?

1.5 Scope of the Study

The study was limited to examine how supply chain risk management influences procurement practices within manufacturing setting, using Uganda Breweries Limited as a case study.

The scope was defined along content, geographical and time dimensions all aligned specifically to the study objectives.

1.5.1 Content Scope

The study focused on the impact of supply chain risk management on procurement practices in manufacturing firms.

1.5.2 Geographical Scope

The study was conducted at Uganda Breweries Limited located in Luzira Port Bell, Kampala district.

1.5.3 Time scope

The study was carried out from March, 2026 to May, 2026, undertaking data collection, analysis and interpretation and submission of final report.

1.6 Significance of the study

The finding of this study shall benefit manufacturing firms with insights of effective supply chain risk management strategies that enhance procurement performance.

Procurement professionals shall gain practical knowledge on integrating risk management into procurement processes.

The study will also contribute to academic literature on supply chain management in developing economies and provide useful information for policy makers seeking to improve procurement systems.

1.7 Justification of the Study

The increased uncertainty in supply chains makes it necessary for organisation to adopt effective risk management strategies.

In Uganda, limited research has been conducted on the relationship between supply chain risk management and procurement practices, particularly in manufacturing g firms.

Uganda Breweries Limited provides a suitable case study to examine the relationship due to its complex supply chain structure.

The study is therefore justified as it contributes to both academic knowledge and practical understanding of procurement risk management.

1.8 Limitations and Delimitations of the study

The study was limited to a single firm which affects the generalization of the findings

Access to confidential procurement information was limited and this limited the depth of analysis

There was also a time constraint which affected data collection.

However, the study scope focused on supply chain risks that influence procurement practice and excluded other organizational risks such as financial and human resource among others.

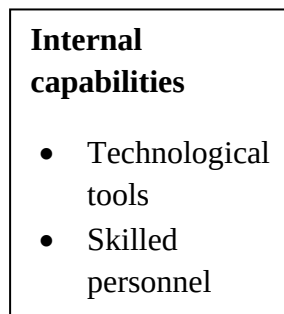
1.9 Conceptual frame work

The illustration below highlights the relationship between supply chain risk management and procurement practices,

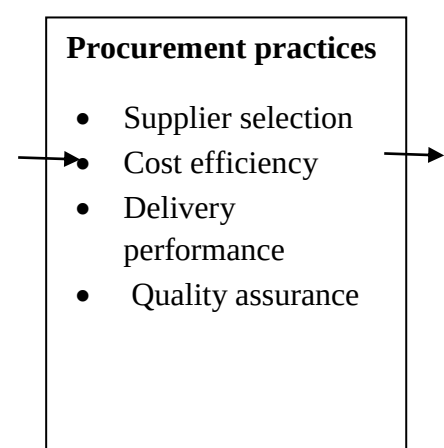
Independent Variable:



Intervening Variable:



Dependent Variable:



Independent variables under supply chain risk management have a direct effect on procurement practices. Effective risk identification, assessment and mitigation reduce uncertainties and improve procurement outcomes through timely delivery, cost control and supplier reliability.

The illustration however, shows that the relationship is influenced is influenced by internal organizational capabilities such as advanced technology, skilled personnel and well established processes. These capabilities enhance the effectiveness of SCRM and s impact on procurement performance.

Therefore, internal capabilities act a moderating factor that determines how effectively supply chain risk management translates into improved procurement practices.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Chapter two presents a comprehensive and critical review of literature related to supply chain risk management (SCRM) and procurement practices in manufacturing firms.

It also expands on theoretical perspectives, conceptual foundations and empirical studies from both global and regional contexts.

It also incorporates recent developments in supply chain management, particularly those arising from globalization, technological advancement and increase environment uncertainty.

2.1 Theoretical Review

2.1.1 Resource Based View (RBV)

The resource Based View (RBV) is one of the most influential theories in strategic management. It suggests that firms achieve sustainable competitive advantage through the affective utilization of internal resources and capabilities. According to RBV resources must be valuable, rare, inimitable and non-substitutable in order to generate superior performance.

Some recent studies have reinforced the applicability of RBV in supply chain risk management. (Ho et al. 2015) found that firms with strong internal resilience capabilities are better able to withstand supply chain disruptions and maintain procurement performance. (Christopher & Peck, 2004) also asserts that organisation that integrate enterprise risk management into their operations achieve improved efficiency and reduced vulnerability to external shocks.

RBV has been critiqued by (Priem and Butler, 2001) who argued that the theory is overly focused on internal factors and fails to adequately account for external environment influences. Volatile environments such as those experienced by manufacturing firms in developing countries experience a lot of external risks such as political instability,

infrastructure limitations and economic fluctuations which significantly affect performance regardless of internal capabilities.

Despite the criticism, RBV remains relevant to this study since it provides a useful framework for understanding how internal risk management capabilities influence procurement practices.

In this research, supply risk management is viewed as strategic capability that enhances procurement efficiency and contributes to organizational performance.

2.2 Concept of Supply Chain Risk Management

Supply Chain Risk Management (SCRM) refers to the systematic process of identifying, assessing and mitigating risks that can disrupt supply chain operations as affirmed by (HO et al.2015), These risks could arise from various sources including supplier failures, transportation disruptions, demand variability, natural disasters and economic instability.

Traditionally firms approached risk management in a reactive manner by responding to disruptions after they occurred this however, has changed in modern supply chains that require a more proactive approach due to increased complexity and independence among supply chain actors.

Tummala and Schoenher, 2011) proposed a structured SCRM framework that includes risk identification, risk assessment, risk mitigation and continuous monitoring so that firms can anticipate potential disruptions and implement preventive measures.

Literatures available indicate that supply chain risks have evolved significantly in both nature and scale (Tang & Musa, 2011). They argued that contemporary supply chains are exposed to interconnected risks driven by globalization, climate change and geopolitical tensions which are often difficult to predict and have widespread impacts across multiple sectors.

The COVID-19 pandemic exposed the vulnerability of global supply chains and underscored the importance of resilience operations. (Ho et al, 2015) argued that firms that have established proactive risk management systems were better able to maintain supply continuity during the pandemic and this led to increased emphasis on building resilient and flexible supply chains.

Digital transformations through technologies such as artificial intelligence, big data analytics and block chain and block chain have improved supply chain visibility and enabled real time risk monitoring operations (Ho et al, 2015). These technologies have allowed firms to identify potential disruptions early and respond more effectively.

However, despite these advancements, the adoption of advanced SCRM practices remains limited in many developing countries due to factors like inadequate infrastructure, lack of technical expertise and financial constraints that hinder effective implementation. This in return creates a gap between theoretical frameworks and practical application particularly in Uganda.

2.3 Procurement Practices in Manufacturing Firms

Procurement practices in manufacturing firms refers to a processes through which firms acquire goods and services for production.

Another definition by (Lysons & Farrington 2016), states that procurement involves obtaining goods and services in the right quantity, quality, time and cost, according.

(Van Weele, 2018) identified key procurement practices to include selection, contract management, and cost-analysis together with supplier performance evaluation.

Traditionally procurement was originally a transactional function focused primarily on cost reduction, however modern procurement has evolved into a strategic function that contributes to company or organisation competitiveness. Lately priority is given to supplier coloration, value creation and risk management as key components of procurement.

Focusing solely on cost minimization exposes firms to significant supply chain risks according to studies from (Chopra and Sodhi 2014) Firms must adapt a balanced approach that considers both cost efficiency and risk mitigation. This led to the emergence of strategic sourcing, where firms develop long term relationship with reliable suppliers.

According (Ho et al. 201, technological advancement through E-procurement systems, supplier analytics and digital platforms have improved transparency, efficiency and decision making have also transformed procurement practices.

Its however important to note that Procurement practices in developing countries face challenges like limited access to technology, inadequate infrastructure, and shortage of skilled personnel which hinder the effectiveness of procurement systems and increase vulnerability to supply chain disruptions and reduce overall efficiency.

2.4 Link between SCRM and Procurement Practices

The relationship between supply chain risk management and procurement practices has gained significant attention in recent years. Effective SCRM enhances procurement performance by reducing uncertainties, improving supplier reliability and ensuring continuity of supply.

(Christopher and Peck, 2004) maintain that integrating risk management into supply chain processes enhances organizational resilience. Similarly (Tang and Musa, 2011) emphasize that early risk identification allows procurement teams to develop contingency strategies and avoid disruptions.

Recent studies provide string evidence supporting this relationship. (Tang and Musa, 2011) found that supply chain risk management strategies significantly improve firm performance in manufacturing industries. They also observed that risk management enhances supply chain resilience which in turn improves procurement efficiency.

Recent occurrence of the COVID-19 pandemic revealed the importance of resilience procurement systems. In a way firms that adopted the proactive risk management strategies were better able to maintain supply continuity during disruptions.

The benefits of SCRM, together with its adoption can be challenging since it requires significant investment in technology, skilled personnel and organizational restructuring which is not possible for firms in resource constrained environments.

Hence, there is need for organisations to strike a balance between risk mitigation and efficiency since excessive focus on risk management may lead to increased operational costs and reduced flexibility.

2.5 Empirical Literature Review

Studies on this subject across different regions provide valuable insights into the impact of supply chain risk management on procurement performance.

Globally, supply chain resilience is strongly associated with improved organizational effectiveness. (Christopher and Peck, 2004). The study affirms the role of internal capabilities in enhancing procurement performance.

Studies Tanzania according to (Tang and Musa, 2011) reported that supply chain risk management positively influences organizational; performance in food processing firms. The study emphasizes the importance of aligning risk management strategies with organizational capabilities.

Kenyan studies (Mutua, 2019) found that risk management practices significantly improve procurement efficiency in manufacturing firms. Their research on this subject also claim that supplier risk assessment reduces procurement delays and enhances supply reliability.

Similar studies in Uganda by (Mugisha et al, 2020) indicated that many firms rely on informal risk management practices which limit their ability to effectively manage supply chain disruptions and highlights the need for structured SCRM frameworks.

The above empirical studies have their limitations since some rely on quantitative data without exploring underlying contextual factors while others focus on develop economies limiting their application and adoption in developing and vulnerable economies.

2.6 Research Gaps

Studies in on the above subject matter give limited attention developing countries / economies like Uganda which limits applicability of existing findings.

Studies that examine the relationship between SCRM and procurement practices in manufacturing firms adopt a broad industry level perspective, which may overlook specific organizational dynamics.

Those studies on the same subject that emphasize digital transformations, fail to show how these technologies can be adopted and utilized in developing economies.

Few studies conducted actually integrate theoretical frameworks such as Resource Based View to explain how internal capabilities influence procurement outcomes.

The above study, therefore seeks to address these gaps by providing an in-depth analysis of the impact of supply chain risk management on procurement practices at Uganda Breweries Limited.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Chapter three entailed research design, study population, sampling procedure, data collection methods and tools, quality research tools, research procedures, and data processing and analysis techniques, validity of instruments and ethical considerations.

This chapter generally contains the approach used to achieve the objectives of the study.

3.1 Research Design

The study used a case study research design. The unit of analysis was Uganda Breweries Limited.

The research design was selected because it allowed in-depth understanding of supply chain risk management practices within real operational context at UBL.

3.2 Target Population

The target population for this study consisted of 80 employees of Uganda Breweries Limited who are involved in procurement and supply chain related activities.

They were drawn from the procurement department, Logistics and distribution unit, inventory and warehouse management and supplier relationship management.

This target population was selected because they are directly engaged in procurement operations and are knowledgeable about supply chain risks and the strategies used to manage them.

3.3 Sample size and Sampling Techniques

3.3.1 Sample size

The sample size for the study was determined using the formula for calculating sample sizes from a finite population

$$n = N / 1 + (e^2)$$

Where;-

n = sample size

N = Population size (80)

e = level of precision (0.05)

Substituting the values:

$$n=80 / [1 + 80(0.05)^2]$$

$$n =80 / [1+80(0.0025)]$$

$$n = 80 / (1+0.2)$$

$$n= 80 / 1.2$$

$$n= 66.7 =67$$

Therefore, the sample size for the study was 67 respondents

3.3.2 Sampling Techniques

The study employed both purposive sampling and simple random sampling techniques

Purpose sampling was used to select key informants such as procurement officers and supply chain managers due to their specialized knowledge and experience in supply chain management.

Simple random sampling was used to select the remaining respondents from the population to ensure that each individual had an equal chance of being included in the study and thereby minimizing bias.

3.4 Data Collection Methods

The study utilized both Primary and secondary data collection methods.

Primary data was collected using structures questionnaires. These were appropriate because they allow collection of standardized information on perceptions, attitudes and practices from large number of respondents in in a relatively short time.

Secondary data was obtained from company reports, academic journals, textbooks, and online for previous studies related to supply chain risk management and procurement practices. These sources were used to support and complement the primary data.

3.5 Data Collection Instruments

The main instruments used was structured questionnaire divided into sections covering demographic information, supply chain risks affecting procurement , supply chain risk management strategies and procurement performance, General opinions and open end questions.

Interview guides were also conducted with key department staff on a one on one basis.

3.6 Data Collection procedures

Data collection followed a systematic procedure;-

An introductory letter was obtained from the university to seek permission to conduct the study. This was then submitted to the management of Uganda Breweries Limited for approval.

Upon approval, questionnaires were distributed to selected staff (respondents), gave them ample time to fill in the questionnaires.

Upon expiry of the given time, questionnaires were then collected, checked for completeness and prepared for analysis.

3.7 Data Analysis Techniques

Data analysis involved both quantitative and qualitative approaches.

Quantitative data was analyzed using descriptive statistics such as frequencies, percentages and mean scores. These techniques were used to summarize and interpret responses regarding supply chain risks and procurement performance.

Qualitative data was analyzed from open ended questions and interviews whose responses used thematic analysis grouped into categories and themes based on similarities. This approach helped to provide deeper insights into respondents' experiences and perspectives.

3.8 Validity and Reliability of Research Instruments

To ensure validity and reliability, the questionnaire was reviewed by the research supervisor and relevant experts in procurement and supply chain management and their feedback was used to refine the instrument and ensure that it adequately addressed the research objectives.

The responses obtained from questionnaires were edited, coded and entered into a computer to derive meaning from it

Analysis of the data was done by entering it into statistical packages of Microsoft excel after which the data was presented using frequency tables.

Quantitative data was analyzed using the descriptive and explanatory methods. This analysis and interrelation was based on correlation and regression measures.

The researcher elaborated that analysis and interrelation based on percentages from the respondents and the data was used to examine the impact of supply chain risk management on procurement practices at Uganda Breweries Limited.

3.9 Ethical Considerations

Permission to conduct the study was obtained from both the university and management of Uganda Breweries Limited.

The researcher agreed to comply with some principles aimed at protecting the dignity and opinions and privacy of every individual who took part in this study.

Prior to an individual becoming a subject of research, he or she was notified of the key objectives and methods of data collection and consent to participate.

Confidentiality of information collected was maintained and responses were used strictly for academic purposes.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the analysis and interpretation of data collected from respondents at Uganda Breweries Limited regarding the impact of supply chain risk management on procurement practices.

The findings were presented in line study objectives and research questions.

Data was analyzed using descriptive statistics and inferential statistics, including regression analysis to establish the relationship between supply chain risk management and procurement performance.

4.1 Response Rate

Table 1: Response rate

Category	Frequency	Percentage
Returned	60	90%
Not returned	7	10%
Total	67	100%

Source: Primary Data

Interpretation

The study achieved a response rate of 90% which is highly adequate for analysis which was sufficient enough to provide a reliable and valid conclusion.

4.2 Demographic Characteristics of the respondents

4.2.1 Gender distribution

Table 2: Gender distribution

Gender	Frequency	Percentage
Male	36	60%
Female	24	40%
Total	60	100%

Source: Primary Data

Interpretation

The findings in table 2 above indicated that 60% of the respondents were male while 40% were female. This suggests that procurement and supply chain roles at Uganda Breweries are slightly male dominated.

However the presence of a significant proportion of female respondents indicates reasonable level of gender diversity. This diversity enhances the reliability of the data since it reflects the perspective from different demographic groups.

4.2.2 Years of Experience

Table 3: Years of experience

Years of experience	Frequency	Percentage
1-3 years	12	20%
4-6 years	18	30%
7-10 years	20	33%
Above 10 years	10	17%
Total	60	100%

Source: Primary Data

Interpretation

The above table shows that 63% of staff at UBL have had more than four years of experience, indicating that most participants had sufficient knowledge and exposure to procurement and supply chain operations.

With years of experience, it implies experienced staff are better placed to handle procurement process and provide informed responses regarding supply chain risks and management practices.

4.3 Supply Chain Risks Affecting Procurement

Table 4: Supply chain risks affecting procurement

Risk factor	Mean	Std. Dev
Supplier delays	4.32	0.71
Transportation disruptions	4.10	0.83
Price fluctuations	4.25	0.76
Poor quality supplies	3.98	0.88
Demand variability	3.85	0.91

Source: Primary Data

Interpretation

The findings in table 4 above indicate supplier delays with mean of 4.32 and price fluctuations with a mean of 4.25 are the most significant risks affecting procurement at Uganda Breweries Limited. These results suggest that procurement performance is highly sensitive to supplier reliability and market instability.

Transportation disruptions (Mean= 4.10) also recorded a high score, indicating that logistical challenges significantly affect procurement timeliness. These finding are consistent with (Ho et al, 2015), who identified supplier and transportation risks as major contributors to supply chain disruptions.

Those risk factors with higher scores indicated a substantial impact on procurement operations reinforcing the need for effective risk management strategies.

4.4 Supply Chain Risk Management Strategies

Table 5: Supply chain risk management strategies

Strategy	Mean	Std. Dev
Supplier evaluation	4.40	0.65
Multiple sourcing	4.15	0.79
Contractual agreements	4.05	0.82
Inventory buffering	3.90	0.88
Use of digital systems	4.20	0.74

Source: Primary Data

Interpretation

Table 5 above show that supplier evaluation with Mean of 4.40 are the commonly used strategy that organisations prioritise when selecting reliable suppliers to minimize risk. The use of digital platforms (Mean =4.20) also plays a significant role in enhancing supply chain visibility and decision making.

The findings above align with (Christopher and Peck, 2004) who emphasized the importance of proactive risk management strategies in enhancing supply chain resilience.

The results therein and subsequent interviews confirm that Uganda Breweries has implemented structured risk management practices, although some strategies such as inventory buffering are less emphasized.

4.5 Procurement Performance Indicators

Table 6: Procurement performance indicators

Indicator	Mean	Std. Dev
Cost efficiency	4.18	0.73
Timely delivery	4.05	0.81
Supplier reliability	4.22	0.69
Product quality	4.10	0.77

Source: Primary Data

Interpretation

The findings in table 6 indicate that supplier reliability (Mean =4.22) and Cost efficiency (Mean=4.18) are the most prominent indicators of procurement performance. This suggests that effective supplier management plays a critical role in achieving procurement objectives.

Timely delivery and product quality also recorded high mean scores, indicating that procurement performance at Uganda Breweries Limited is relatively strong. These findings support the argument by (Van Weele, 2018) that procurement effectiveness is measured through cost, quality and delivery performance.

4.6 Regression Analysis

A regression analysis was conducted to determine the relationship between supply chain risk management and procurement performance.

Table 7: Regression analysis

R	R Square	Adjusted R Square	Std. Error
0.742	0.551	0.537	0.412

Source: Primary Data

Interpretation

The R square value of 0.551 indicates that 55% of the variation in procurement performance is explained by supply chain risk management. This suggest a string relationship between the variables.

4.7 ANOVA Summary

Table 8: ANOVA summary

Source	Sum of squares	df	Mean Square	F	Sig.
Regression	18.245	1	18.245	45.32	0.000
Residual	14.832	58	0.256		
Total	33.077	59			

Source: Primary Data

Interpretation

The ANOVA results show that the model is statistically significant ($p < 0.05$). This indicates that supply chain risk management has significant effect on procurement performance.

4.8 Regression Coefficients

Table 9: Regression Coefficients

Variable	Beta	Std. Error	t-Value	Sig.
Constant	1.245	0.312	3.99	0.000
Supply Chain Risk Management	0.682	0.101	6.73	0.000

Source: Primary Data

Interpretation

The regression coefficient for supply chain risk management ($\beta = 0.682$) is more positive and statistically significant ($p < 0.05$). This indicates that an improvement in supply chain risk management leads to significant increase in procurement performance.

The findings above are consistent with (Tang and Musa, 2011), who contend that effective risk management enhances supply chain efficiency and organizational performance.

4.9 Summary of the Findings

Uganda Breweries has implemented various risk management strategies, including supplier evaluation, multiple sourcing and digital systems to mitigate these risks.

It was established that supply chain risks such as supplier delays, price fluctuations, and transportation disruptions significantly affect procurement practices at Uganda Breweries Limited.

The study confirmed that procurement performance is influenced by supply chain risk management, particularly in terms cost efficiency, supplier reliability, and timely delivery.

Regression analysis used in the study confirmed strong and significant relationship between supply chain risk management and procurement performance.

In conclusion, the analysis above confirmed that effective supply chain risk management is a critical factor in improving procurement practices and enhancing manufacturing firm's overall performance.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.0 Introductions

Chapter five presents the summary of findings, conclusions and recommendations based on the analysis of findings obtained from the study.

5.1 Summary

5.1.1 Supply Chain risks

There were three key areas examined in the study namely; supply chain risks affecting procurement, supply chain risk management strategies, and procurement performance.

The study adopted regression analysis to establish the relationship between supply chain risk management and procurement performance.

5.1.2 Supply Chain Risks Affecting Procurement

The analysis showed that supply chain risks significantly affect procurement practices at Uganda Breweries Limited with the most prominent risks being supplier delays, Price fluctuations, transportation disruptions and quality inconsistencies.

It was confirmed that supply chain risks that interfered with procurement timelines, increase operational costs and affected the quality of inputs used in production.

Supplier related risks also emerged as the most critical to organization's dependence on reliable suppliers for continuous production.

The study findings also identified price fluctuations as a major risk particularly in relation to imported inputs which are affected by exchange rate volatility.

Generally the study findings indicate that supply chain risks are multidimensional and have a direct impact on procurement efficiency, reinforcing the need for structured risk management approaches.

5.1.3 Supply Chain Risks Management strategies

It was revealed that Uganda Breweries Limited employs several supply chain risks management strategies to mitigate procurement risks, The most prominent strategies included supplier evaluation, multiple sourcing, contractual agreements and the use of digital procurement systems.

Supplier evaluation was identified as the most widely used strategy, indicating organisation prioritized selecting reliable and capable suppliers,

Another important strategy was discovered to be multiple sourcing since it reduces dependence on a single supplier and enhances supply continuity.

The use of digital systems was observed to improve supply chain visibility and facilitate timely decision making.

However the finding also suggested that some strategies such as inventory buffering are less emphasized which may expose the organisation to risks during periods of high uncertainty.

In conclusion, the study results indicate that while the organisation has adopted several risk management strategies, there is room for further strengthening of those in place.

5.1.4 Procurement Performance

It was established that procurement performance at Uganda Breweries Limited is influenced by supply chain risk management practices with key indicators of performance identified in as cost efficiency, timely delivery, supplier reliability and product quality.

Study results also showed that supplier reliability and cost efficiency are the most significant indicators of procurement performance. This suggest that effective supplier management plays a critical role in achieving procurement objectives.

Activities like timely delivery and product quality were found to be important indicators reflecting the need for efficient coordination within supply chain. These results indicate that

organisations that effectively manage supply chain risks are better able to maintain consistent procurement performance.

5.1.5 Regression Results

Findings revealed a significant relationship between supply chain risk management and procurement performance. The model showed that supply chain risk management explains a substantial proportion of the variation in procurement performance.

The positive regression coefficient indicates that improvements in supply chain risk management lead to corresponding improvements in procurement performance.

The significance of the model as indicated by the ANOVA results, confirms that supply chain risk management is a key determinant of procurement performance.

5.2 Conclusion

From the findings revealed, it can be concluded that supply chain management plays a critical role in influencing procurement practices at Uganda Breweries Limited. Supply chain risks particularly those related to suppliers, transportation, and price volatility, significantly affect procurement efficiency and operational performance.

5.3 Recommendations

From an analysis of the findings in the previous chapters, there are definitely key concerns that need improvement as seen below;

1. Uganda Breweries should strengthen its supplier management practices by implementing more vigorous supplier evaluation and monitoring systems.
2. Firms should expand use of multiple sourcing strategies to reduce dependence on single suppliers. Diversifying the supplier base enhances supply chain resilience and reduces vulnerability to disruptions.
3. The researcher discovered a need for firms to invest further in digital procurement technologies to improve supply chain visibility and risk monitoring.

4. There is need for firms to consider strengthening inventory management practices to include strategic stock buffering to mitigate the impact of supply disruptions.
5. Firms should invest in training and capacity building for procurement and supply chain staff to build employee skills in risk identification and management so as to improve the overall effectiveness of supply chain risk management practices.

5.4 Areas for Further Research

The researcher could not satisfactorily research all the areas of this topic and therefore recommends the following areas for investigation.

1. The role of emerging technologies such as artificial intelligence and block chain in enhancing chain risk management particularly in developing economies where adoption remains limited.
2. Conduct similar studies across multiple firms to provide a broader understanding of supply chain risks management practices in the manufacturing sector
3. Conduct longitudinal approach to examine how supply chain risk management practices evolve over time and their long term impact on procurement performance.
4. Research on small and medium sized enterprises with challenges in managing supply chain risks due to limited resources.

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APPENDICES

APPENDIX 1: INTRODUCTION LETTER



**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

School of Business

19th February 2026

Uganda Christian University
Directorate of Academic Affairs
P.O BOX 4, MUKONO

Dear Sir/Madam

Re: Introduction of Rutinda Marcus Kadiiga, M22B12/032 for Data Collection Permission

I am writing to introduce **Mr. Rutinda Marcus Kadiiga, M22B12/032**, a student of Bachelor's Degree in Procurement and Logistics Management at Uganda Christian University. **Rutinda Marcus Kadiiga, M22B12/032**, is currently in the advanced stage of his academic journey and is conducting a dissertation on **"THE IMPACT OF SUPPLY CHAIN RISK MANAGEMENT ON PROCUREMENT PRACTICES IN MANUFACTURING FIRMS."**

I assure you that **Mr. Rutinda Marcus Kadiiga, M22B12/032** will adhere to all ethical guidelines and treat any data collected with the utmost confidentiality. He is a responsible student dedicated to conducting a thorough and rigorous study.

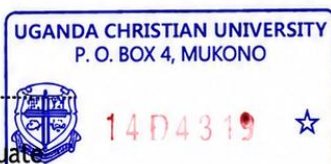
We kindly request your support in granting **Mr. Rutinda Marcus Kadiiga, M22B12/032** access to relevant data and personnel within any department and as well as any personnel with objective knowledge regarding his topic. Your valuable insights will significantly contribute to the success and quality of his research.

Thank you for considering his request. Should you require any additional information, please do not hesitate to contact me on the address provided here below.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Mukisa Simon Peter'.

Mukisa Simon Peter
Lecturer and undergraduate



APPENDIX 1I: QUESTIONNAIRE

Dear Respondent,

Student Details

Name: **RUTINDA MARCUS KADIIGA**

Registration No: **M22B12/032**

Programme: BACHELOR OF PROCUREMENT AND LOGISTICS MANAGEMENT

I am carrying out my research on the topic: **THE IMPACT OF SUPPLY CHAIN RISK MANAGEMENT ON PROCUREMENT PRACTICES IN MANUFACTURING FIRMS**

A CASE OF UGANDA BREWERIES LIMITED

This questionnaire is meant to aid data collection for my study. Please find time to read through the questionnaire and answer the question contained therein by either ticking or writing a brief statement where appropriate.

The information given will be analysed and treated with strict confidentiality for the purpose of this study only.

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender

Male	
Female	

2. Years of experience in the firm

1 -3 years	
4- 6 years	
7 -10 years	
Above 10 years	

3. Department

Procurement	
Logistics / Distribution	
Inventory / Warehousing	
Other (Specify)	

SECTION B: SUPPLY CHAIN RISKS AFFECTING PROCUREMENT

Please indicate your level of agreement by ticking an appropriate number.

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Statement	1	2	3	4	5
Supplier delays affect procurement timeliness					
Transportation disruptions affect delivery of materials					
Price fluctuations increase procurement costs					
Poor quality supplies affect production processes					
Demand variability affects procurement planning					

SECTION C: SUPPLY CHAIN RISKS MANAGEMENT STRATEGIES

Statement	1	2	3	4	5
The company conducts through supplier evaluation					
The organisation uses multiple suppliers to reduce risk					
Contracts are used to manage supplier risks					
Inventory buffering is used to handle supply disruptions					
Digital systems are used to monitor supply chain risks					

SECTION D: PROCUREMENT PERFORMANCE

Statement	1	2	3	4	5
Procurement processes are cost -efficient					
Materials are delivered on time					
Suppliers are reliable					
Procured materials meet quality standards					

SECTION E: GENERAL OPINION

In your opinion how effective is supply chain risks management at Uganda Breweries Limited?

	Very Ineffective
	Ineffective
	Neutral
	Effective
	Very effective

What challenges does UBL face in managing supply chain risks?

What improvements would you recommend to UBL for better procurement performance?