

**THE EFFECTIVENESS OF SUPPLIER SELECTION CRITERIA ON
INTERNATIONAL PROCUREMENT :A CASE STUDY OF CENTURY BOTTLING
COMPANY**

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J22B12/075

**A DISSERTATION SUBMITTED TO SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS OF THE AWARD OF A DEGREE OF BACHELOR OF PROCUREMENT
AND LOGISTICS MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

September, 2024



**UGANDA CHRISTIAN
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DECLARATION

I, Yangi Suzan Oliver, hereby declare that this research report entitled, “**the effectiveness of supplier selection criteria on international procurement at Century Bottling Company** in Namanve.” is my original work and has never been submitted in any institution for any award. I have read the regulations of the university with regard to plagiarism and hereby declare that I abided by all of them.

Signature: 

Date: 18th / 09 / 2024

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APPROVAL

This is to acknowledge that this research report entitled, “**the effectiveness of supplier selection criteria on international procurement**” at **Century Bottling Company** in Namanve, has been done under my supervision and is now ready for submission to the School of Business with my approval.

Signature: 

MRS KABUGHO MACKLINE

Date: 18/09/2024

DEDICATION

With special regard, I wish to dedicate this piece of work to my parents who have always been there to support me in my education. May the Almighty God bless you abundantly.

ACKNOWLEDGEMENT

I would like to thank the Almighty God for the gift of life and guiding me throughout my education; it has not been easy but it was possible.

My sincere appreciation goes to my supervisor, Mrs. Kabugho Mackline for the tireless efforts and expertise she rendered to me during her supervision.

Additionally, I acknowledge the owners of **Century Bottling Company** in Namanve for providing me with the necessary information to complete my research.

Finally, special thanks go to my dear parents for their love, moral and financial support during the entire period of my education career.

May God bless you all.

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ABSTRACT

This dissertation focuses on how the selection criteria of a supplier influences the effectiveness of international procurement processes and will address how well set criteria influence the outcomes of procurement across various global markets. The research study is divided into five broad chapters that analyze a critical aspect of the supplier selection process and its implications for international procurement. The study explores how much the criteria of supplier selection have gained effectiveness in international procurement processes through a detailed analysis across five major chapters. **Chapter 1** outlines the framework of the research at first, depicting the importance of correct supplier selection in a global scenario and extending to explain the objectives and significance of the study. **Chapter 2** is the thorough literature review where prior studies concerning different criteria of supplier selection cost, quality, delivery performance and risk management are combined to outline their relevance in relation to international procurement. **Chapter 3** presents the research methodology, the design of the case study, the development of quantitative models and data collection and analysis criteria. **Chapter 4** then presents the empirical findings on how the various selection criteria at Century Bottling Company influence supplier performance and overall procurement effectiveness through detailed case studies and statistical analysis. Finally, **chapter 5** synthesizes the findings into actionable insights and recommendations that will enhance supplier selection practices in international procurement at Century Bottling Company for efficient supply chains and strategic alignment. The contribution of this research is valuable knowledge for enterprises desirous of realizing optimum global procurement strategy for competitive advantages in a complex international marketplace.

CHAPTER ONE

INTRODUCTION

1.0 Introduction.

This chapter one discusses the background of the study, problem statement, the general and specific objectives of the study, justification and significance of the study.

1.1 Background to the study.

1.1.1 Historical Background.

The evolution of the selection of suppliers in international procurement as a field of research and development has been important within the area of supply chain management. It is noted that traditionally, the process of selecting suppliers moved from simple cost considerations to more complex frameworks integrating quality, reliability, responsiveness, and flexibility (Monczka et al, 2015). Studies at an early stage focused on cost minimization and economic aspects of procurement decisions, reflecting the traditional view that the suppliers were chosen based essentially on their ability to offer the lowest price for goods and services supplied (Carter, 2004). However, with the globalization of markets, growing competition prompted the academics to forge insights that such narrow focus lacks strength. Gradually, the focus shifted from a more holistic assessment that includes not only strategic aspects of supplier innovation capability but also of environmental practices, ethical standards, and overall risk management aspects as well (Croom et al, 2000)

1.1.2 Theoretical Background

Selection of a supplier is one of the critical processes in international procurement, as it determines the overall effectiveness and efficiency in the management of supply chains. The various criteria described by scholars as being of critical importance to such a process include but are not limited to quality, cost, delivery reliability, responsiveness, and flexibility (Monczka et al,2015). Quality assurance guarantees that goods and services meet the standards stipulated prior to manufacture,

whereby defects become minimal, thus ensuring customer satisfaction (Guinipero et al, 2015). Cost factors include the purchase price and overall cost of ownership. These factors incorporate maintenance, transportation, and risks involved in such purchases. Handfield et al. (2019) cite there being increased levels of risk in the supply chain. Delivery reliability speaks of the degree to which vendors deliver upon scheduled agreements, minimizing disruptions of the production schedule and inventory. Wagner et al. (2020) state,. Responsiveness can be interpreted as the capability of the supplier for quick adjustment in response to changing requirements and market conditions that enhance agility and competitiveness (Giunipero et al. (2008) also explained it. Flexibility allows suppliers to adjust production volumes and schedules in response to shifting demand levels, thereby enhancing the resilience of the supply chain. This, according to Mentzer et al. (2001), is how it happens. The effective selection of suppliers by such all-important criteria will be able to optimize the organizational procurement process for efficiency and effectiveness, thereby contributing towards a successful performance of the overall supply chain in bringing about successful results in global markets.

1.1.3 Contextual Background.

In international procurement, effectiveness in selecting the suppliers is considered paramount for operational efficiency and competitive advantage. Supplier selection criteria are thus multilayered, integrating various dimensions such as cost, quality, reliability, technological capability, and responsiveness to global market dynamics (Croom et al., 2000; Monczka et al., 2015). These criteria stand for a critical threshold of procurement managers' decision-making processes, which affects the organizational performance and strategic objectives. Globalization of supply chains has increased the importance of choosing suppliers who can better overcome cultural, regulatory, and logistical barriers across borders (Christopher, 2016). Besides, digitalization and data analytics have turned procurement practices upside down by developing better selection of suppliers based on real insight and key performance metrics (Mollenkopf et al, 2010). A properly developed supplier selection strategy can reduce global sourcing risks while opening wider opportunities for innovation and sustainable growth in international markets (Narasimhim & Das, 2001). The above contextual backdrop therefore highlights the role of selection criteria in ultimately determining the face of global businesses' competitiveness.

1.1.4 Conceptual Background.

In this regard, effective supplier selection criteria have been highlighted as influential on organizational performance and competitive advantage in international procurement strategies. Several authors have identified that the criteria of suppliers' reliability, quality standards, cost-effectiveness, and cultural compatibility are the ones that would play a vital role in mitigating risks and realizing value creation to a maximum extent (Monczka et al, 2015). Reliability of supplier provides consistent delivery and service levels, pivotal in maintaining efficiency in the supply chain and ensuring customer satisfaction (Cao et al, 2010). The standard of quality is critical to regulatory requirements apart from also improving the reliability of a product or service. Cost is always central to financial objectives and is improved with increased profitability through effective resource allocation (Giunipero et al, 2008). Cultural compatibility is increasingly recognized as an essential ingredient in developing trust, communication, and cooperation within complex international business systems. According to Choi et al. 2001, the selection of appropriate criteria in international procurement ensures not only operational effectiveness but also supports the strategic goals of global expansion and sustainability.

1.2 Statement of the problem.

In this regard, the efficiency of supplier selection criteria is a crucial determinant of overall performance and the competitiveness of international procurement in the global supply chains (Handfield, R.B and Nicholas, 2019). Organizations within the modern integrated and competitive global market should, therefore, be applying faultless processes of supplier selection to ensure cost efficiency, high quality, reliability, and adherence to international standards (Monczka, R.M et al, 2016). International procurement is more complex because additional challenges are added in such as cultural differences, regulatory compliance, logistics difficulties, and risk management (Lysons, 2016).

Century Bottling Limited is growing its international procurement of raw materials and packaging to global suppliers. In its quest to increase procurement volumes, a problem arises in the identification of reliable and sustainable suppliers, leading to issues of delays, quality incidents, and supply chain disruptions. This study, therefore, sets out to develop an effective supplier

selection criterion that will ensure quality, reliability, and sustainability in international supplies and improve the performance of the company's global supply chain.

1.3 General objective of the study.

The general objective of this study is to assess the effectiveness of supplier selection criteria on international procurement.

1.3.1 Specific objectives of the study.

- To find out how supplier selection criteria affect the quality of supplier relationship management in international procurement.
- To examine how supplier selection criteria affects the product/ service quality in international procurement.
- To analyze how supplier selection criteria affects cost saving in international procurement.

1.4 Research questions.

- How does supplier selection criteria affect the supplier relationship management in international procurement?
- How does supplier selection criteria affect product/ service quality in international procurement?
- How does supplier selection criteria affect cost saving in international procurement?

1.5 Scope of the study

This study focuses on assessing the effectiveness of supplier selection criteria in the context of international procurement across various industries and geographic regions. It encompasses the identification and analysis of key supplier selection criteria, their prioritization and evaluation by organizations engaged in global sourcing activities, and the factors influencing their effectiveness

in achieving procurement objectives. The study will involve quantitative study research method to gather insights from diverse organizations operating in international markets.

1.6 Significance of the study.

The study holds significant importance for various stakeholders involved in international procurement, including businesses, policymakers, researchers and practitioners.

This study, therefore, based on "the effectiveness of the selection criteria of suppliers on international procurement", may have particular significance insofar as it can make an important contribution both to the academic understanding and practical utilization of global supply chain management. The research aims at examining those specific criteria adopted in supplier selection for international procurement with a view to considering the various factors that most strongly affect the results of procurement in terms of cost efficiency, quality control, and supply chain resilience at Century Bottling Company. This would be important for business entities that have the focus on optimization regarding the selection process of suppliers for enhancing competitiveness and mitigating global sourcing risks. In addition, it would enable policymakers and industry participants to gain an understanding of the effectiveness of the prevailing practices in supplier selection, which can further influence policy formulation and strategic decisions in international procurement settings. Smith J, 2023.

1.7 Justification of the study.

How the different supplier selection criteria contribute to the effectiveness of international procurement is an area of great importance for research, since international procurement plays a vital role in enhancing organizational efficiency and competitive advantage in world markets. This study will therefore analyze how these different criteria-like cost, quality, delivery reliability, supplier flexibility, and technological capabilities-influence procurement decisions of multinational corporations. An understanding of the importance of each of these and how they interact may provide insight in better ways to evaluate suppliers, minimize risk, and develop supplier relationships that will be sustainable with suppliers anywhere in the world. This research represents an examination of these variables that will add to the literature base within which

international procurement strategies must be guided to provide a useful guide for managers and policymakers in charge of orchestrating global supply chains

1.8 Limitations and delimitations of the study.

1.8.1 Limitations.

Sample size and selection. The findings of this study may be bound by the sample size and selection from the population. If such a size is too small or not representative of the wider population of organizations involved in international procurement, such a finding may have limited generalizability.

Constraints to data collection refers to the availability and dependability of data that could affect the limitation of the study. In addition, limitations related to obtaining self-reporting data or scarce data sources can affect comprehensiveness and accuracy of findings.

Resource limitations. In this case, the most probable limiting factors are possible restrictions on the time budget and expertise, which may affect the depth and breadth of the study. Limited resources could reduce the scope of data collection, techniques of analysis employed, or the ability to explore certain aspects of the research questions in detail.

1.8.2 Delimitations.

Geographic scope: This study covers some regions and countries regarding data availability or expertise, for which results may not be generalized to cover all aspects of international procurement in the world.

Industry Focus: The study shall focus on specific industries or sectors, to the extent relevant or important to international procurement. Although this may allow an in-depth analysis within one industry, it cannot be generalized to other industries that would have different dynamics altogether and requirements.

The methodological approach may be specific to the research objectives and available resources, using either certain research methodologies, such as quantitative surveys or qualitative interviews.

The selected methodology may be insufficient to grasp some characteristics of the supplier selection criteria and procurement practices.

Organizational context: The study can take into consideration the opinions and practices of organizations from certain organizational contexts based on organization size, industry, or maturity level of international procurement practices. Even as it allows deep understanding of context-specific factors, findings from such a study may not apply to organizations with different contextual characteristics.

By acknowledging these limitations and delimitations, the study aims to provide a transparent framework for interpreting the findings and understanding the scope of its applicability.

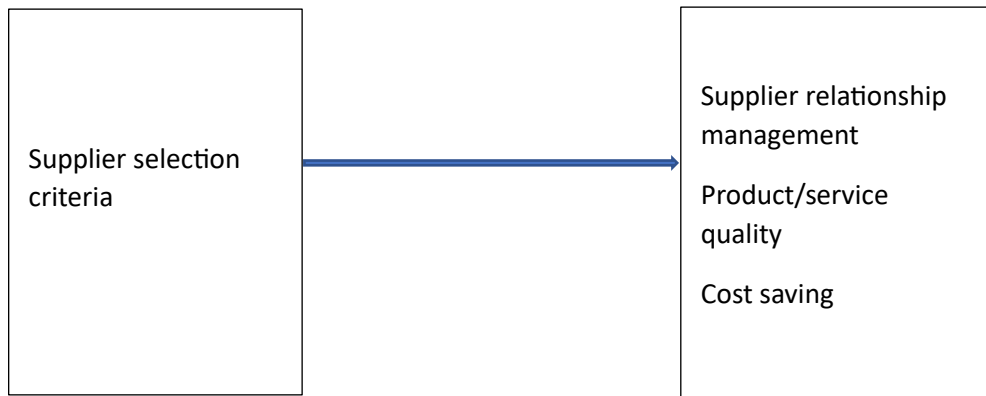
1.9 CONCEPTUAL FRAMEWORK.

Independent variable

Supplier selection criteria.

Dependent variable

International procurement.



1.10 Key Definitions.

International Procurement.

International procurement refers to the process of acquiring goods, services or works from abroad suppliers. This process involves the transferring and international logistics, therefore exposing it to varied issues that range from cultural aspects to the consideration of regulatory compliance. Gomm, M. (2010). *International procurement management*. Routledge.

Supplier Selection Criteria.

The collection of criteria met, or measures followed, in selecting suppliers, it might involve issues regarding quality, price, delivery time, and reliability. They differ from one organization to another depending on the nature of the industry or product or service. Tahriri, M., Yaghoubi, N., & Farahi, H. (2019). *Supplier selection and order allocation*. Routledge; Krop, P. L., & Iravo, M. A. (2016). *Journal of Business & Economics*.

Selection of Suppliers

Selection of suppliers involves the identification, evaluation, and selection process of the suppliers who can provide an organization with goods or services. This is an important process in the perspective of supply chain management wherein the quality and punctuality of goods and services an organization gets depends on this process. Trent, R. J., & Roberts, D. A. (2009). *Handbook of supply chain management*. CRC Press.

Quality Assurance

Quality assurance refers to the overall procedures that are implemented to ensure that goods and services meet the pre-stated standards and specifications. It is a means of quality control in which defects are minimized by applying customer expectations and regulatory requirements.

Guinipero, L. C., Brand, C. L., & Monczka, R. M. (2008). *Purchasing and Supply Chain Management*. Cengage Learning.

Effectiveness

Effectiveness is about the extent to which selection criteria of suppliers would result in achieving predetermined goals, which may be set in improving procurement performance, cost reduction, or

quality enhancement. It measures the effectiveness with which selection criteria contributes towards desired outcomes of the procurement process. Wang, J., & Liu, Y. (2017). *Effectiveness in procurement*. Springer.

Cost Minimization

Cost minimization refers to the reduction of costs to the lowest price attainable with reasonable quality and service levels acceptable to the consumers. Traditionally, it has been a significant driver of the selection of suppliers as the price has been the factor that has often tipped the scale. Carter, C. R. (2004). *Purchasing and Supply Chain Management*. McGraw-Hill Education.

Delivery Reliability

The term delivery reliability refers to the capability of a supplier to provide constant delivery at an agreed-upon time. It is very instrumental in maintaining schedules and preventing disruptions across supply chains. Wagner, S. M., & Kemmerling, R. (2020). *Supply Chain Management Review*

Responsiveness

Responsiveness is the ability of a supplier to quickly adapt to changes in demand, requirements, or market conditions. This quality enhances agility and competitiveness in the supply chain. Giunipero, L. C., Handfield, R. B., & Eltantawy, R. A. (2008). *Supply Chain Management*. Wiley.

Flexibility

Flexibility refers to the ability of the suppliers to fluctuate volumes and schedules of production in line with changes in demand. It facilitates a supply chain that is more resilient and able to meet any form of demand variability. Mentzer, J. T., Min, S. & Zacharia, Z. G. (2001) *The Journal of Business Logistics*

Strategic Factors

The strategic factors that come into play in supplier selection would be the capacity for innovation by the suppliers, environmental and ethical practices of the suppliers, among others. These

introduce variables other than immediate cost and quality concerns into the equation of long-term strategic objectives and sustainability.(Croom, S., Romano, P., & Giannakis, M. (2000). Supply Chain Management. Blackwell Publishing.

Total Cost of Ownership (TCO)

Total Cost of Ownership: This refers to all the costs associated with acquiring, using, and disposing of a product or service. More than the cost of buying the product, it includes the maintenance costs, transportation costs, and any risk-related costs. (Handfield, R. B., & Nichols, E. L. (2019). Introduction to Supply Chain Management. Pearson

Cultural Compatibility

It is the compatibility of organizational culture among the buyers and suppliers. Organizational compatibility would be required in order to establish effective communications, trust, and cooperation across different international business contexts.(Choi, T. Y., & Hartley, J. L. (2001). International Journal of Operations & Production Management.

Global Sourcing

It is also defined as global sourcing of materials and services from suppliers based abroad to achieve cost advantages, harness special capabilities, or for other strategic objectives. It entails international logistic and cross-border management of suppliers.(Christopher, M. 2016. Logistics & Supply Chain Management. Pearson.

Sustainability.

In buying, sustainability involves practicing the selection of suppliers based on their potentials for environmental and social standards to minimize adverse impacts and maximize long-term benefits relative to the company and society. (Narasimhan, R., & Das, A. (2001). Journal of Operations Management.

CHAPTER TWO

LITERATURE VIEW

2.0. Introduction.

This chapter gives an elaborate explanation of what other authors have written about the subject of the study. It is the review of literature majorly concentrating on the objectives of the study.

2.1. Empirical review of the main objectives

2.1.1. How supplier selection criteria affect supplier relationship management in international procurement.

Supplier selection is regarded to be one of the most decisive processes in international procurement due to its influence on the effectiveness of supplier relationship management (SRM) and the performance of whole supply chain. This literature review examines various supplier selection criteria and their impact both positive and negative on SRM in the context of international procurement.

2.1.1.1. Positive impacts.

The effective supplier selection involve the suppliers meeting rigorously high standards for quality and certain measures of performance. According to Monczka et al. (2015), common criteria include the following; product quality, delivery reliability, and service levels form the foundational elements of any good supplier relationships. This assurance strengthens trust and dependability, both critical ingredients in sustaining long-term partnerships in international procurement.

As Christopher and Peck(2004), argue selection criteria that concentrate on cost competitiveness and the offering of value-added services are critical to supplier relationship management. The suppliers selected who will be able to provide cost effective solutions and innovative value

propositions will develop the efficiency and competitiveness of the supply chain and also create strong, mutually beneficial relations.

According to research by Handfield et al. (2014), the criteria such on financial stability, geographical location, and contingency planning are very instrumental in curtailing risks associated with international procurement to avert loss of continuity and trust between suppliers and their clients. Criteria related to technological capabilities and innovation readiness have a positive effect SRM in international procurement.

As lamming (2014) presents the rationale of continuous improvement and adaptation to evolving market demands is earlier when suppliers are chosen in view of technological capabilities and potential to innovate. This leads to collaborative and forward-looking relations. The selection of suppliers contributes according to business ethics and sustainability practices, to SRM by considering the orientation of business values and developing a shared sense of social responsibility.

The study by Carter and Rogers (2008) found that criteria related to ethical conduct, environmental stewardship, and community engagement boosts supplier relationships through shared values and long-term commitment to sustainable practices.

Effective supplier selection criteria enhance open communication and foster collaboration, one of the keys towards effective SRM across international procurement. According to Fawcett et al. (2014), the criteria for the evaluation of communication channels, responsiveness and collaboration capability in solving problems improve trust and transparency for the development of a proactive and resilient relationship with the supplier.

Criteria emphasizing supplier flexibility and adaptability to changing market conditions positively impact SRM. As discussed by Cousins et al. (2008), suppliers selected based on their ability to adapt quickly to unforeseen circumstances and customer requirements strengthen supply chain agility, fostering responsive and adaptive relationships essential for international procurement success.

Supplier selection criteria that consider cultural alignment and relationship-building capabilities could work well international contexts. According to a study by Johnston and Lewin (2014), selection criteria based on the evaluation of cultural fit, interpersonal skills and relationship competencies help both parties show respect for each other and thus permit easy interactions and problem solving.

Selection criteria in performance measurements and continuous improvement initiatives reflect a performance-based accountability culture that would prompt excellence in supplier relationship management. Krause et al identify that suppliers who are selected based on measurable performance metrics and their commitment to ongoing improvements enhance efficiency and effectiveness within supply chains, therefore they grow long-term partnerships based on mutual growth and success.

The supplier selection criteria that ensure the observance of international laws and regulations enhance this area. This is primarily because such criteria minimize the risks of legal noncompliance while promoting high operational integrity. Wanger et al 2011 maintained that such selection criteria against standards for legal and regulatory compliance as well as ethical governance standards establish a secure, compliant environment within which a continuing business relationship with suppliers can thrive.

2.1.1.2. Negative impacts

Most of the studies (e.g., Pfohl & Köhler, 2012) also believe that this sole concentration on cost as the main criterion for supplier selection sets a source for strained relations. If cost is going to be the only to be the only driver, in that case suppliers may have no other way but to sacrifice either quality or service levels for price requests. This can erode trust and long-term cooperation cooperation.

Christopher et al. (2011), comment that overlooking the question of cultural fit in the process of supplier selection influences effective communication and understanding. Misconclusions and conflicts might emerge because of the distinction in business conduct, manner of communication and ethical standards of individuals from different cultural backgrounds, therefore having an adverse impact on the relationship with the supplier.

Accordingly, scholars like Monczka et al. (2015) mention that rigid criteria cannot capture the changes in situations or accidents. To be more precise, in international dynamic markets, a supplier needs flexibility to respond to shifting demands or geopolitical variables, very strict stifles innovation and responsiveness.

In some cases (e.g., Gligor & Holcomb, 2012), these very strict selection criteria can also alienate potential suppliers who may not be the perfect fit but have something to offer or add value. This approach reduces the number of suppliers and diminishes the potential for competitive advantage that accompanies diversity in a provider base.

According to research by Benton & Maloni (2005) indicates procedures for evaluations can actually erode the relationships with suppliers, the feeling of frustration can be extended to the suppliers due to the lengthy assessments and bureaucratic procedures and multiple layers of approval that cause delays and inefficiencies in procurement activities.

According to research discussed by Narasimhan & Das (2001), too rigid screening criteria may rule out factors which are essential to supply risk like reliability of suppliers or financial stability, ruling out these factors may invite risk in disruptions or failure at the supply chain that may further damage the relationships of suppliers and overall outcomes in the procurement process.

Zhao & Govindan (2016), explained that there may be a possibility to miss the opportunities for the development of suppliers when supplier selection criteria favor short term capabilities rather than long term potentials. On the other hand, strategic partnerships and investments in the development of supplier's capabilities may increase competitiveness and innovation that cannot be achieved through strict criteria.

Studies like that of Schiele (2014) have shown that when organizational strategies and selection criteria for suppliers are incongruent, a conflict in priorities and objectives occurs. A disconnect of this nature can only work to undermine attempts at developing collaborative mutually growing international procurement relationships based on shared objectives.

Research by Cousins et al. (2008) pointed out that strict criteria, which targeted short-term cost efficiency, could prevent suppliers from innovating, suppliers may refrain from coming forward with novel ideas or technologies as long as doing so can weaken their ability to meet criteria or

price expectations. Lastly, the selection criteria set too narrowly may fail to catch essential environmental or social dimensions of sustainability as findings suggested by Carter & Rogers (2008), ignoring these factors can lead to reputational risks, regulatory problems, supplier relationships and overall performance in corporate sustainability.

In conclusion, Supplier selection criteria are important in shaping the dynamics of supplier relationship management (SRM) in international procurement. The literature indicates that well-defined criteria have the potential to greatly affect SRM by ensuring quality, fostering trust, and aligning values between buyers and suppliers. Effective criteria promote strong, resilient relationships through robust performance metrics, cost competitiveness, technological innovation, and ethical practices. These factors contribute to a more reliable and collaborative supply chain, facilitating long-term partnerships and enhancing overall supply chain efficiency.

2.1.2. How supplier selection criteria affect product/ service quality in international procurement.

The selection criteria for suppliers are one of the most important aspects of international procurement, as these selections affect the quality of the product/ service and this reflects upon the business performance as a whole. A detailed literature review based on the above question is discussed below

2.1.2.1. Positive impacts.

The selection criteria for suppliers are a crucial contributor to product or service quality since within an international procurement perspective only suppliers who meet the expected standards are chosen, capability and process control by suppliers were cited in a study by Monczka et al (2015) as some of the criteria in global supply chains that guarantee consistent and reliable product/service quality.

Criteria which estimate the technological capability and innovation potential of the suppliers ensure better product or quality improvement, examples are studies such as Choi & Krause's 2006 study which ascertains that suppliers with greater technological capability are able to provide better

quality/service because their technological know how leads to innovativeness and adapt to international standards.

Selection criteria related to the regulatory compliance and certification of the supplier secure adherence to international standards of quality and safety, according to Kannan and Tan,(2005) suppliers who qualify through stringent regulatory requirements are likely to supply products or services with better quality and reduce the risks associated with international procurements.

Effective supplier selection criteria promote collaboration and communication within the supply chain, contributing to improved product/service quality. Research by Carter and Rogers (2008) shows that criteria focusing on supplier relationship management and communication channels positively influence quality through best coordination and feedback mechanisms.

Criteria assessing suppliers' quality management systems (QMS) and continuous improvement processes are crucial in ensuring sustained product/service quality in international procurement. According to studies by Handfield et al. (2002), suppliers with robust QMS frameworks tend to deliver higher quality outputs consistently across global markets.

Supplier selection criteria that address risk management and contingency planning capabilities contribute positively to product/service quality assurance. As discussed by Tang (2006), suppliers that demonstrate proactive risk mitigation strategies can effectively handle disruptions and uphold quality standards in international procurement scenarios.

Criteria related to ethical sourcing practices and environmental responsibility positively influence product/service quality perception. Research by Carter and Easton (2011) suggests that suppliers committed to sustainability and ethical standards tend to produce higher quality goods/services while minimizing adverse environmental impacts in global supply chains. While primarily economic, criteria that balance cost-effectiveness with quality considerations can enhance overall product/service quality in international procurement. According to Monczka et al. (2015), strategic supplier selection based on cost-value analysis ensures optimal quality outcomes without compromising financial objectives.

Criteria evaluating supplier reputation and reliability play an important role in maintaining consistent product/service quality across international markets. Research by Krause et al. (2000)

underscores how suppliers with a proven track record for reliability and reputation are better positioned to deliver superior quality outcomes in global procurement contexts. Finally, criteria that include performance metrics and evaluation mechanisms foster continuous improvement and accountability among suppliers, thereby promoting product/service quality.

2.1.2.2. Negative impacts

As highlighted by studies such as that by Kannan and Tan (2005), transparent evaluation criteria encourage suppliers to meet and exceed quality expectations through measurable performance indicators. Poorly defined or insufficient supplier evaluation criteria can lead to the selection of suppliers who do not meet quality standards. This oversight can result in inconsistencies in product/service quality, as highlighted in studies by Handfield et al. (2002), where inadequate evaluation processes undermine quality assurance efforts.

Criteria that lack transparency in supplier relationships can hinder effective quality management. Research by Carter and Rogers (2008) suggests that unclear communication channels and ambiguous criteria can lead to misunderstandings and quality issues in international procurement contexts.

Criteria overly focused on cost reduction may compromise product/service quality. According to Monczka et al. (2015), selecting suppliers based solely on cost considerations without adequate quality checks can result in substandard outputs that fail to meet international quality expectations.

Criteria that do not prioritize suppliers' technological advancements can lead to poor product/service quality. Choi and Krause (2006) discuss how overlooking suppliers' technological capabilities can hinder innovation and competitiveness, affecting quality in global procurement scenarios. Criteria that neglect cultural sensitivities and regulatory differences across international markets can undermine product/service quality.

Tang (2006) notes that inadequate consideration of these factors can lead to compliance issues and quality issues that affect customer satisfaction and market acceptance. Lack of robust criteria for monitoring supplier performance can result in inconsistent product/service quality.

Krause et al. (2000) argue that without clear performance metrics and evaluation mechanisms, suppliers may not be held accountable for maintaining quality standards over time. Criteria that overlook supplier risk management capabilities can expose international procurement processes to quality disruptions.

Kannan and Tan (2005) highlight how inadequate risk assessment and mitigation strategies can lead to supply chain disruptions that affect product/service quality negatively. Criteria that do not prioritize ethical sourcing practices and environmental responsibility can contribute to poor quality perceptions.

Carter and Easton (2011) emphasize that neglecting these aspects can lead to reputational risks and quality issues in global supply chains. Criteria that prioritize short-term gains over long-term supplier relationships can compromise product/service quality.

Handfield et al. (2002) discuss how transactional approaches to supplier selection may overlook the importance of collaborative partnerships that foster continuous quality improvement. Criteria that do not consider suppliers' capacity to meet fluctuating demand or scale operations can lead to quality deficiencies. Monczka et al. (2015) suggest that overlooking capacity planning can result in delays, production bottlenecks, and ultimately, compromised product/service quality in international procurement contexts

In conclusion, effective supplier selection criteria are crucial in international procurement for enhancing product/service quality. Positive impacts include aligning criteria with supplier capabilities, technological innovation, regulatory compliance, and ethical standards, which contribute to consistent and reliable quality outcomes. This approach fosters transparency, collaboration, and continuous improvement within supply chains, thereby enhancing competitiveness and customer satisfaction globally. Conversely, inadequate criteria can lead to selecting suppliers who do not meet quality standards, resulting in inconsistencies and customer dissatisfaction. Issues such as overemphasis on cost reduction neglect of technological advancements, and failure to address cultural and regulatory differences can compromise quality outcomes. Inadequate supplier performance monitoring, risk management, and ethical/environmental standards can also expose organizations to quality disruptions and reputational risks. Therefore, organizations must carefully design and implement comprehensive

supplier selection criteria that balance cost considerations with quality, reliability, innovation, and compliance factors. This strategic approach mitigates risks, ensures sustained quality excellence, and supports long-term success in international markets.

2.1.3. How supplier selection criteria affects cost saving in international procurement.

Supplier selection criteria play a crucial role in achieving cost savings in international procurement by ensuring efficient sourcing, reduced risk, and enhanced overall performance. Below is a detailed literature review on this topic;

2.1.3.1 Positive impacts.

According to research by Monczka et al. (2015), effective supplier selection criteria such as cost competitiveness, quality, and reliability significantly contribute to strategic sourcing efficiency. By focusing on suppliers who offer competitive pricing without compromising on quality, organizations can achieve substantial cost savings. This approach ensures that procurement decisions are aligned with overall business objectives, thereby optimizing expenditure across international supply chains.

Scholars like Trent and Monczka (2003) emphasize that incorporating TCO analysis into supplier selection criteria enables organizations to evaluate the comprehensive costs associated with acquiring goods or services internationally. Factors such as transportation, inventory carrying costs, and potential risks are considered alongside initial purchase price. By prioritizing suppliers who offer favorable TCO, organizations can reduce overall procurement costs and enhance financial performance.

.According to research by Handfield et al. (2019), supplier selection criteria play a crucial role in mitigating risks associated with international procurement. Criteria such as supplier financial stability, geographical location, and compliance with regulatory standards help minimize supply chain disruptions and associated costs. By selecting reliable suppliers with robust risk management practices, organizations can avoid unexpected expenses and maintain operational continuity.

Studies by Ellram (1995) highlight that supplier selection criteria that favor suppliers capable of offering economies of scale can lead to significant cost savings in international procurement. Larger volumes of purchase from selected suppliers often result in volume discounts and improved terms, thereby reducing unit costs. This strategic approach not only optimizes procurement expenditure but also enhances negotiating power in global markets.

According to Narasimhan and Das (2001), effective supplier selection criteria contribute to the development of strong supplier relationships, which in turn influence cost savings. Criteria such as mutual trust, communication effectiveness, and collaborative problem-solving enable organizations to negotiate favorable terms, streamline processes, and achieve cost efficiencies over time. This relational approach fosters long-term partnerships that yield sustainable financial benefits.

Research by Choi and Hartley (1996) suggests that supplier selection criteria focused on innovation and value addition can lead to cost savings through enhanced product or service offerings. Suppliers capable of offering innovative solutions, technology advancements, or value-added services often contribute to process efficiencies and cost reductions in international procurement. This criterion promotes competitive advantage and drives continuous improvement in cost management strategies.

According to Monczka et al. (2015), supplier selection criteria emphasizing quality assurance standards contribute to cost savings by reducing defects, rework, and warranty claims. High-quality suppliers ensure consistent product or service performance, thereby minimizing the total cost associated with poor quality. This criterion not only enhances customer satisfaction but also strengthens organizational reputation and operational efficiency in international markets.

Studies by Carter and Rogers (2008) highlight that supplier selection criteria focusing on compliance with ethical, environmental, and social standards can lead to cost savings in international procurement. Suppliers adhering to sustainability practices often incur lower regulatory fines, enjoy operational efficiencies, and mitigate reputational risks. This criterion promotes corporate responsibility while driving long-term cost efficiencies across global supply chains.

According to van Weele (2014), supplier selection criteria that prioritize flexibility and adaptability contribute to cost savings by enabling rapid response to market changes and customer demands. Suppliers capable of adjusting production schedules, order quantities, or delivery timelines facilitate inventory optimization and reduce supply chain costs. This criterion supports agility in international procurement strategies, enhancing competitiveness and financial performance.

Research by Trent and Monczka (2003) suggests that supplier selection criteria incorporating benchmarking and continuous improvement initiatives facilitate cost savings through performance monitoring and optimization. Suppliers committed to ongoing quality improvements, cost reduction initiatives, and process innovations contribute to overall procurement efficiency. This criterion fosters a culture of continuous improvement, driving sustained cost savings and operational excellence in international procurement.

2.1.3.2. Negative impacts.

According to Monczka et al. (2015), a sole focus on cost reduction in supplier selection criteria may compromise other critical factors such as quality, reliability, and long-term supplier viability. This can lead to suboptimal decisions where short-term savings are prioritized over long-term value and sustainability.

Research by Handfield et al. (2019) suggests that overly relying on a limited number of suppliers selected based on cost criteria can increase dependence risks. If a primary supplier faces operational issues or market disruptions, it could lead to supply chain disruptions and increased procurement costs to mitigate these risks.

Choi and Hartley (1996) highlight that selecting suppliers primarily based on cost criteria may lead to compromises in quality or performance standards. Suppliers offering lower costs may not always provide the required level of product or service quality, resulting in increased costs due to defects, rework, or customer dissatisfaction.

According to Trent and Monczka (2003), supplier selection criteria focused solely on initial cost savings may overlook hidden costs such as transportation, inventory carrying costs, or regulatory

compliance expenses. These hidden costs can add up significantly over time, eroding the anticipated cost savings.

Carter and Rogers (2008) argue that stringent cost-based supplier selection criteria may neglect factors related to supply chain resilience and risk management. Suppliers selected solely based on cost competitiveness may lack robust contingency plans or fail to address geopolitical risks, natural disasters, or other disruptive events, potentially leading to increased procurement costs during crises.

An Weele (2014) suggests that over-reliance on cost-focused criteria may discourage innovation and adaptability among suppliers. Suppliers selected primarily based on cost may lack incentives to invest in technology advancements, process improvements, or customization capabilities that could drive long-term cost efficiencies and competitiveness in international markets.

Narasimhan and Das (2001) argue that an exclusive focus on cost in supplier selection criteria may strain long-term supplier relationships. Suppliers may feel undervalued or marginalized, leading to reduced collaboration, knowledge sharing, and mutual trust over time. This erosion of relationships can hinder supplier performance and limit opportunities for sustainable cost savings.

Ellram (1995) points out that cost-centric supplier selection criteria may overlook suppliers' compliance with regulatory requirements and ethical standards. Non-compliance issues can result in legal penalties, operational disruptions, and reputational damage, ultimately increasing procurement costs through corrective actions or fines.

According to Monczka et al. (2015), a narrow focus on cost criteria may limit supplier diversity and innovation within the supply chain. Suppliers from diverse backgrounds or emerging markets offering unique capabilities may be overlooked, potentially missing opportunities for competitive advantages and cost savings through differentiated offerings or alternative sourcing strategies.

Trent and Monczka (2003) highlight that evaluating suppliers solely based on cost criteria can be overly simplistic and may not capture the complexities of international procurement. Factors such as cultural fit, communication effectiveness, and strategic alignment are critical but often overshadowed by cost considerations, potentially leading to suboptimal supplier selections and missed opportunities for holistic cost savings.

In conclusion, effective supplier selection in international procurement significantly influence cost savings through various mechanism such as price competitiveness, quality assurance, risk management and strategic alignment. Organizations that carefully align these criteria with their procurement strategies can achieve substantial cost reductions while enhancing operational efficiency and sustainability. Future research should continue to explore evolving criteria such as sustainability and digital capabilities to further optimize cost saving in global supply chain.

CHAPTER THREE:

RESEARCH METHODOLOGY

3.0 Introduction

This section will comprise of the research design, area of the study, study population, sample size determination, sample selection, sources of data, data collection instruments, procedure of data collection, data quality control, data processing and analysis and ethical consideration.

3.1 Research design

In conducting this study, the researcher will opt to use a case study. Case study research design was selected because different categories of respondents will be studied. With a case study approach a variety of quantitative research methods would employ such as questionnaires. The quantitative data will be collected using questionnaires. The case study often will involve simply interviewing what has happened to, or reconstructing ‘the case history’ of a single participant or group of individuals such as a district staff or a specific social group (McLeod, 2008).

3.2 Study population

The population of study will be including Procurement managers, supply chain Managers and Quality assurance managers all are contacts for the information in the study to make this study successful. These respondents will be selected and used in order to obtain reliable and valid information. The study population will be 60. They will consider to give the researcher valuable and professional views which made the findings more credible. Such respondents will be interviewed to get variety of views so as to make the study findings more reliable and comprehensive for the benefit of this society.

3.3 Sample size determination

The sample size will be 52 respondents, which included sixteen (16) Procurement managers, twenty (20) supply chain managers and sixteen (16) quality assurance managers; all will be contacted to obtain necessary information.

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

Where; N = Target population n = sample size e = level of significance

$$N = 60$$

$$e = 5\%$$

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

$$1 + 60 \times (0.05)^2$$

$$n = \frac{60}{1 + 60 \times 0.0025}$$

$$1 + 60 \times 0.0025$$

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

$$1 + 0.15$$

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

$$1.15$$

$$n = 52 \text{ respondents}$$

Table 1: Summary of Sample Size

| Category | Target Population | Sample size | Sampling techniques |
|----------------------------|--------------------------|--------------------|----------------------------|
| Procurement manager | 24 | 20 | Purposive sampling |
| Supply chain Managers | 18 | 16 | Purposive sampling |
| Quality assurance managers | 18 | 16 | Simple random sampling |
| Total | 60 | 52 | |

3.4 Sampling techniques

Sampling is described by Sarantakos (1997) as the process of choosing the units of the target population which included in the study in such a way that the sample of selected elements to represent the population. For quantitative part, purposive sampling will be used to select internal and external auditors, top Managers and accountants from whom the researcher got specific information. These will purposively be selected because of their position and they will be interviewed from their place of work, and it helped to provide more of unbiased information. These respondents also will provide vital information on supplier selection criteria on international procurement and offer accurate results.

3.5 Sources of data

Both primary and secondary data will be used in this study. Primary and secondary data as envisaged will be collected by different methods that will explain hereunder. Due to its flexibility in data collection, the researcher will conduct a comprehensive assessment of the case unit, which will be Century Bottling Company. The researcher will use interviews and questionnaires in which has a good position of getting data and/or information in the first hand and therefore avoid second hand data and/or information that will have invalid study findings.

3.6 Data collection instruments

The study will use the following research instrument: -

3.6.1 Questionnaire

Tailored questionnaire (vide Questionnaire A and D) by focusing the research questions and capturing research objectives will be designed and used to collect respondents' perceptions. Questions will focus to the effectiveness of supplier selection criteria on international procurement in Century bottling company.

3.7 Measurement levels

The sound measurement level met the tests of validity and reliability. There will be four types of measurement levels namely, ordinal, nominal, ratio and interval (Kothari, 2013). The ordinal scale refers to ranking of the measure in order of importance. Nominal scale measures only terms of names or designation of discrete units or categories. Ordinal scales measures in terms of such value as more or less or larger or smaller but without specifying the size of the intervals. Interval scales measures in terms equal intervals or degrees of different, but with an arbitrary established zero point that doesn't represent anything of something. Ratio scales measures in terms of equal intervals and an absolute zero point. The nominal scale will use for gender and education level. The interval scale will use for period one has been in school. It is recognizable when you are asked to indicate your strength of feeling about a particular issue on a 5-1 rating scale. The five-point scale which included the following kinds of answers were used; 5 = Strongly Agree, 4= Agree 3=Undecided/neutral, 2=Disagree and 1= Strongly Disagree, and the respondents were asked to indicate their degree of agreement with the statements.

3.8 Procedure of data collection

Ethically, the researcher obtained a letter of introduction from the Research Coordinator, Faculty of procurement and logistics management of Uganda Christian University, to conduct research. Such a letter of permission was obtained in order for the researcher to carry out the study. The researcher will administer the questionnaires to Procurement Managers, Supply chain managers, and Quality

assurance managers. This data will be collected in the year 2024 using questionnaires. The researcher will also assure respondents that the study will be strictly academic and that utmost confidentiality will be observed. The data will be used in this study was anonymously coded and cannot therefore be traced back to individual respondents.

3.9 Quality/error control

The study will be guided by validity and reliability of research instruments as follows: -

3.9.1 Validity of instruments

McMillan & Schumacher (2006) stated that validity refers to the degree of congruence between the explanations of the phenomena and the realities of the world. The validity of the questionnaires will be determined by pre-testing the instruments. Pre-testing will help to estimate the time it took take to fill the questionnaires, relevancy of the questions, and accuracy of the questions in measuring the subject under study. Pretesting will be done by administering five (5) respondents within the study population but outside the sample. Questionnaires will also be scrutinized question by question and those deemed irrelevant will drop in the real data collection tool. Results from the field and opinion of the researcher will help to identify gaps and made modifications to the instrument. To ensure validity of the mentioned instrument, the researcher will ensure that questions or items in it conform to the study's objectives.

3.9.2 Reliability of instruments

According to Mugenda (2003) reliability is a measure of the degree to which a research instrument yields consistent results of the data after repeated trials. To ensure the reliability of the instrument, the instrument first administered to the respondents who will outside the sampled Century bottling company. The test was carried out on five key players' who were not part of the sample population to change on the questions as per the comments.

3.10 Data processing and analysis

Raw data will process into meaningful information. The process will involve editing, tabulation and analysis with a view of checking the completeness and accuracy of the information.

3.10.1 Editing

This will detect and eliminate errors that may occur. Only relevant, correct and crucial information will identify and used to draw conclusion.

3.10.2 Tabulation

Some data will present in table to enable analysis and identification of relationship between variables.

3.10.3 Quantitative data

Under this technique, data will analyze using statistical packages like Ms. Excel to generate frequencies and then the rate percentages will be calculated using the same package. This will be useful and would help in generating tables for easy presentation and interpretation of the study findings. This will be done by way of content analysis where field notes from the respective respondents will summarize in briefs on the daily basis. This will be necessitated by construction of summary sheets containing data in key variable sought. The analysis of the data will be made using the information given by the external and internal auditors, accountants and managers through questionnaires. The questionnaire will be in form of objective questions. Further, a sequential analysis will be under taken to provide much depth insight to the data collected, this will help in pointing out areas that require additional literature before finally compiling the final report.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.0 Introduction

This chapter consists of data presentation, analysis and interpretation of the findings on the themes of the study

4.1 Descriptive analysis

Table 4. 1 shows the age bracket of the respondents

| Gender | Frequency | Percentage |
|--------------------|-----------|------------|
| 20-30 years | 12 | 23.1% |
| 31-40 years | 29 | 55.8% |
| 41 years and above | 11 | 21.1% |
| Total | 52 | 100% |

Source: field data (2024)

In terms of demographics, the age composition among participants was quite varied as per this study. In particular, 21.1% of respondents were aged between 20-30 years and most at the age range are accounting for 55.8%. About 21.1% of respondents were aged above or equal to 41 years old besides any other age group, respectively [Table -2]. The distribution indicates that most employees of Century Bottling Company in Uganda fall within the age group 31-40years, which had a frequency of as much as 29 respondents. This generation is older, have had many years of experience on the job and possibly think differently about how they would choose suppliers. Results show a low percentage of sway with 12 answers corresponding to people between the ages of 20 and 30. In contrast, 11 were aged 41 and over which is a smaller but nonetheless important group of respondents. Such age diversity may help to account for aforementioned disparity of opinion and tactics when it comes to global sourcing. This may reflect the pragmatic experiences

and insights of a more senior, experienced workforce. Information about respondents' age is important for context when interpreting the responses. The age distribution can affect the efficiency of supplier choice conditions and global purchase strategies. The findings also indicate that the labor turnover in Century Bottling Company in Uganda is low and therefore has significant effect on procurement. Understanding this demographics is key to recreate a procurement strategy that works for your company.

Table 4.2 shows the gender of the respondents

| Gender | Frequency | Percentage |
|--------------|-----------|------------|
| Male | 30 | 57.7% |
| Female | 22 | 42.3% |
| Total | 52 | 100 |

Source: field data (2024)

Summary: A review of the study's demographics showed a virtually equal male to female ratio among participants. In terms of gender, 58.7% were male and 41.3% female. This represents the majority of male employees at Century Bottling Company Uganda. The report suggests that the majority of its workforce is male, by ever so slightly less than 50%. The gender balance of the company may also influence how it operates and views international procurement. The researchers say the results may be based on information and knowledge from a mostly male working population. Knowing the gender of the respondents allows for contextual interpretation. Appropriate supplier selection criteria for international procurement strategies due to the influence of gender. The results show that Century Bottling Company in Uganda uses mainly male labor, indicating the country may lean more on its buying position. The demographics insight is necessary to target your procurement strategy on the available options that are precise for a business. Limitations the male dominated workforce may influence the results of this study, and should be considered in interpretation. The gender mix could also have influence on communication, decision making and team working style. The company may gain from diversity and inclusion to

play on the strengths of both men and women. Century Bottling Company can benefit from the gender dynamics to maximize its workforce and the procurement results.

Table 4.3 shows the duration of being employed at Century Bottling Company

| Duration | Frequency | Percentage |
|-------------------|------------------|-------------------|
| Below 3 years | 10 | 19.2% |
| 3-6 years | 15 | 28.8% |
| 6-8 years | 18 | 34.6% |
| More than 8 years | 9 | 17.3% |
| Total | 52 | 100% |

Source: field data (2024)

The study's findings on employee tenure at Century Bottling Company in Uganda revealed an interesting notable distribution. Among those surveyed, 19.2% of respondents had less than 3 years of service another 28.8% had 3-6 years of experience on the job. Somewhat interesting indeed: 34.6% of respondents fell within the 6–8-year range showing a focused cross-cohort between mid-tenure employees and followers. In addition, in 17.3%, they had spent more than 8 years working as a servant; most 52.9% had been with the company for 6 years or longer. A substantial number of respondents were in 6-8year range, which might be a bit better for employee retention and experience. This tenure distribution would also perhaps relate to different levels of employee experience with regard to supplier selection criteria and international procurement. The results of the study might be a consequence and expression too for that matter, in relation with an experienced amount of workforce. Linguistically speaking on the one hand helps to account different ways of answering and otherwise situates a response in tenure dynamics. Supplier selection criteria and international procurement strategies may depend on the tenure distribution. The findings indicate that Century Bottling Century employees with considerable years of work experience thus having an effect on the procurement decisions. Understanding this demographics aspect of the company is important in order to adapt and make effective procedures of

procurement. The organization can take advantage of employing the knowledge of its employees in the mid tenure stage.

4.2 To find out how supplier selection criteria affect the quality of supplier relationship management in international procurement at Century bottling company in Uganda.

The study ascertained how supplier selection criteria affect the quality of supplier relationship management in international procurement at Century bottling company in Uganda. The findings from the study are presented in the table below;

Table 4.6 shows how supplier selection criteria affect the quality of supplier relationship management in international procurement at Century bottling company in Uganda.

| | Statement | SA | A | N | D | SD | St De | Mea n |
|---|--|-----------|----------|----------|----------|-----------|--------------|------------------|
| 1 | Supplier selection criteria that prioritize effective communication and collaboration ensure that suppliers share similar values and working styles, fostering a strong foundation for relationship management | 34.60% | 38.50% | 15.40% | 7.70% | 3.80% | 0.83 | 3.42 |
| 2 | Evaluating suppliers based on cultural compatibility and alignment ensures that both parties share similar values, beliefs, and work ethics, facilitating smoother interactions and relationship building. | 38.50% | 34.60% | 11.50% | 9.60% | 5.80% | 0.81 | 3.51 |

| | | | | | | | | |
|---|--|--------|--------|--------|-------|-------|------|------|
| 3 | Assessing suppliers' reliability and dependability ensures that they are committed to meeting obligations, maintaining quality standards, and providing consistent performance. | 42.30% | 30.80% | 13.50% | 7.70% | 5.80% | 0.79 | 3.63 |
| 4 | supplier selection criteria that consider flexibility and adaptability ensure that suppliers can respond to changing requirements, market conditions, and customer needs. This enables a more responsive and resilient relationship. | 34.60% | 38.50% | 15.40% | 7.70% | 3.80% | 0.83 | 3.42 |
| 5 | Evaluating suppliers based on shared goals and objectives ensures that both parties are aligned and working towards common outcomes. This fosters a collaborative environment, encouraging joint problem-solving and continuous improvement. | 38.50% | 34.60% | 11.50% | 9.60% | 5.80% | 0.81 | 3.51 |

Source: field data (2024)

The outcome of this study demonstrated that 34.60% of the respondents expressed that they agree with the statement that, supplier selection criteria that prioritize effective communication and collaboration builds common values and working approaches thereby facilitating relationship management. Further, 38.50% of the respondents stated that they agreed with this statement. Nonetheless, 15.40% were apathetic, 7.70% disagreed, and 3.80% completely disagree. The general mean response was indicated as 3.42 with a standard deviation of 0.83. This shows that communication and collaboration are important considerations that should be made at the supplier selection level. It ensures shared values and working styles of the suppliers which helps in building a strong base of relationship management. Such is accountable for effective international

procurement processes at Century Bottling Company in Uganda. The discussions indicate that it is also important to take into account the aspects of communication and relationships between and among suppliers and buyers in procurement practices. This will indeed enhance the conduct of international procurement. The research indicates that utmost consideration for effective communication and collaboration would improve the effectiveness of supplier selection criteria. This is a particularly important information for buyers in the organization for example at Century Bottling Company and other establishments. Further, it is expected that, stronger constructive communication and cooperation would lead to strong partnerships among suppliers and organizations.

The research results showed that a total of 34.60% of the respondents strongly agreed that supplier selection criteria emphasize on the communication and cooperative approach with the supplier thus enhancing their common values and methods and ideologies, which is essential in addressing the relationships of the two parties. 39.50% of respondents however agreed with this statement too. 15.40% on the other hand, were neutral, 7.70% were against while 3.80% were strongly negative. The average and standard deviation of the responses were 3.42 and respectively 0.83. This means that at the same time proper communication and collaboration is important areas that should be taken into consideration when choosing suppliers. It guarantees that the suppliers possess similar frameworks and this offers a solid base from which to manage the existing relationships. This is critical in the advancement of international procurement in Century Bottling Company in Uganda. The findings show how communication and collaboration should be integrated in supplier selection processes. This strategy has the potential to improve relationships as well as improve international procurement outcomes. Thus, the evidence leads to the conclusion that focusing on communication and collaboration may enhance the effectiveness of selected supplier criteria. This is pertinent for procurement profession in Century Bottling Company and other organizations. There is a need for the companies to nurture and enforce relations with their clients and suppliers by focusing on communication and collaboration.

It was noted in the study that Respondents, 42.30% strongly agreed with the statement that evaluating a supplier's reliability and dependability ensures that they will meet their obligations as required, maintain the quality of work and be dependable to the customer. There were further, and 30.80% of the respondents agreed with this statement. Nonetheless, 13.50% were undecided,

7.70% disagreed with the statement while 5.80% strongly disagreed. The mean and standard deviations of the responses were found to be, 3.63 and 0.79 respectively. This implies that reliability and dependability are important factors, which are considered in the process of supplier assessment. This ensures that the suppliers are ready to take the obligations, observe the standards, and perform responsibly all the time. This is critical for the company Century Bottling Company in Uganda while undertaking international procurement of goods and services. It is obvious from the findings that both those factors are among the most prioritized factors in the evaluation of suppliers. As a result, it helps achieve better relationship and results in international procurement. The evidence also indicates that such assessments of suppliers' reliability are useful in improving the selection criteria for suppliers. In addition, that applies to procurement specialists in Century Bottling Company or other firms. Agencies can trust their suppliers and order more by causing more order and trust to them. Suppliers that can be counted upon.

The response revealed that 34.60% strongly agreed to the statement: "Consideration of flexibility and adaptability within the selection criteria of a supplier ensures that the supplier can respond to varying requirements and marketplace conditions, as well as customer needs." A higher percentage, or 38.50%, agreed to the statement. However, 15.40% were not sure, 7.70% disagreed, and 3.80% strongly disagreed. The mean and standard deviation were 3.42 and 0.83, respectively. This means that flexibility and adaptability are the major concerns in supplier selection. It ensures that suppliers can respond to changing requirements, market conditions, and customer needs for a responsive and resilient relationship. In this way, it would be easier for Century Bottling Company in Uganda to successfully exercise international procurement. The findings identify flexibility and adaptability as a very important concern in supplier selection. An approach of this nature may provide a better relationship and outcome in international procurement. The findings show that flexibility consideration in supplier selection criteria can enhance the effectiveness of supplier selection. This is a key lesson that procurement professionals at Century Bottling Company or any other organization may gain from the research. It would be better for an organization to place more emphasis on the aspect of flexibility and adaptability in order for the supply relationship to be agile. If an organization has flexible suppliers, it means that they are responsive to changing market conditions, customers' needs, and the needs of doing business for better collaboration and mutual benefit.

Results showed that 38.50% of the respondents strongly agreed and believed that basing supplier appraisal on some mutual goals and objectives would ensure both parties are working towards one goal; while 34.60% agreed to this. However, 11.50% were undecided, 9.60% disagreed, and 5.80% strongly disagreed. The mean and standard deviation of this question were 3.51 and 0.81 respectively. This therefore means that shared goals and objectives play an important role in the assessment of suppliers. The parties are bonded together in a collaborative environment where joint problem-solving and continuous improvement are encouraged. This will definitely enhance successful international procurement at Century Bottling Company in Uganda. From the findings, it was clear that evaluation of suppliers on the basis of shared goals and objectives is paramount in Century Bottling Company. In this way, the company can have better relationships and improved results in international procurement. The results of the study prove that shared goals and objectives enhance the effectiveness of supplier selection criteria. This fact is a useful lesson for the procurement professionals at both Century Bottling Company and other companies. That is, companies can create collaborative relationships with suppliers and generate better procurement results by giving significant emphasis on shared goals and objectives. Aligned goals foster understanding, cooperation, and continuous improvement, leading to effective collaboration and mutual benefit.

Table 4.7 shows to examine how supplier selection criteria affects the product/ service quality in international procurement at Century bottling company in Uganda.

The study ascertained how supplier selection criteria affects the product/ service quality in international procurement at Century bottling company in Uganda. The findings from the study are presented in the table below;

Table 4.6 shows how supplier selection criteria affects the product/ service quality in international procurement at Century bottling company in Uganda.

| | Statement | SA | A | N | D | SD | St De | Mean |
|---|--|------------|------------|------------|-----------|-----------|--------------|-------------|
| 1 | Supplier selection criteria that evaluate technical capability and expertise ensure that suppliers possess the necessary skills and knowledge to deliver high-quality products or services | 48.10 % | 28.8 0% | 11.50 % | 7.70 % | 3.80% | 0.76 | 3.73 |
| 2 | Assessing suppliers based on quality certifications (e.g., ISO 9001) and compliance with industry standards ensures that products or services meet required quality levels. | 42.30 % | 34.6 0% | 9.60% | 7.70 % | 5.80% | 0.79 | 0.04 |
| 3 | Supplier selection criteria that include product/service testing and inspection requirements ensure that suppliers meet quality expectations. | 38.50 % | 38.5 0% | 13.50 % | 5.80 % | 3.80% | 0.81 | 3.58 |
| 4 | Evaluating suppliers' quality management systems, including their processes, procedures, and performance metrics, | 48.10 % | 28.8 0% | 11.50 % | 7.70 % | 3.80% | 0.76 | 3.73 |

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|---|--|------------|------------|-------|-----------|-------|------|------|
| | ensures that they have a robust quality control framework in place. | | | | | | | |
| 5 | Assessing suppliers based on their reputation, customer references, and past performance provides insight into their ability to deliver high-quality products or services. | 42.30 % | 34.6 0% | 9.60% | 7.70 % | 5.80% | 0.79 | 0.04 |

Source: field data (2024)

From this study, 48.10% strongly agreed to the statement that supplier selection criteria used to assess the technical capability and expertise ensure suppliers possess the required competence in the form of skills and knowledge to provide high-quality products and services. Another percentage, 28.80%, agreed to the statement. However, 11.50%, 7.70%, and 3.80% were undecided, disagreed, and strongly disagreed, respectively. The mean and standard deviation in regard to this question were 3.73 and 0.76, respectively. This means that technical capability and expertise are imperative in the selection of suppliers. It ensures that suppliers have the right skills and knowledge to deliver good-quality goods or services. This is quite significant for any successful international procurement to take place at Century Bottling Company in Uganda. Based on the findings, the assessment of the technical capability and expertise of suppliers tends to be very important. This approach may be used to realize better relationships and results in international procurement. These results mean that technical capability and expertise can enhance the effectiveness of selection criteria of suppliers. This has been quite valuable to the procurement professionals here at Century Bottling Company, as well as other companies in the corporate world. It promotes a sense of trust from a company towards its supplier if it were to stress technical capability and expertise as key elements in selecting a supplier. Suppliers that possess the relevant

skills and knowledge provide quality goods and services, hence stirring cooperation and benefiting collaboratively. Technical ability is crucial to quality and performance.

The result indicated that 42.30% strongly agreed, and 34.60% agreed to the statement that suppliers' evaluation about their quality certifications, such as ISO 9001, and industry standards existing in a particular industry could ensure that the products or services would meet the required quality levels. On the contrary, 9.60%, 7.70%, and 5.80% were undecided, disagreed, and strongly disagreed, respectively. The mean and standard deviation were 3.04 and 0.79, respectively. This implies that quality certification and compliance with industry standards become crucial in evaluating suppliers. It gives assurance to the firm that at least the products or services meet minimum levels of quality requirements—a fact indispensable in international procurement at Century Bottling Company in Uganda. The implication of the results is the critical role played by the evaluation of the status of the suppliers' quality certifications and compliance. It could offer a better approach to building relationships and yield desired results in international procurement. The findings indicate that quality certification and compliance can enhance the efficiency of supplier selection criteria. This is beneficial knowledge to the procurement professional at Century Bottling Company, as well as other companies. Companies can establish working trust with suppliers by adding an emphasis on quality certification and compliance, which often leads to better procurement outcomes. Quality certifications ensure that suppliers meet the set standards in the industry, translating into improved collaboration for mutual benefit. Conformity to industrial standards ensures consistent quality, which is crucial in the implementation of customer needs. The research uncovered that the criteria for selecting suppliers have a substantial effect on the quality of supplier relationship management, especially in the context of worldwide procurement at Century Bottling Company. Quite naturally, effective selection of suppliers is bound up with clear, cogent, and consistent criteria. In this instance, the researchers identified four key criteria for the effective selection of suppliers: quality and reliability, lead time and delivery performance, payment terms and financing options, and an overall ambiance of positive business. What comes out of this? Clearly, what comes out of this is a rendering of supplier relationship management that is conducive to quality, innovation, and effective problem-solving, both at the tactical and strategic levels of decision-making.

The results indicated that 38.50% of the total respondents strongly agreed to the statement, "Supplier selection criteria include requirements related to product/ service testing and inspection that make sure suppliers guarantee expectations about quality." Also, another 38.50% agreed to the statement, while 13.50% were not sure, 5.80% disagreed, and 3.80% strongly disagreed. The mean and standard deviation were 3.58 and 0.81, respectively. This means that among the supplier selection criteria, requirements for product or service testing and inspection are important. It ensures that quality expectations from suppliers are met, something that is of essence in the success of the international procurement at Century Bottling Company, Uganda. The results showed that including the requirements on testing and inspection during the selection of suppliers was important for better international procurement outcomes. This may lead to an improved relationship and outcome in the international procurement. The results indicated that the testing and inspection requirements, as part of other criteria for supplier selection, may enhance effectiveness for the latter. This is a valuable understanding of the procurement professionals both at Century Bottling Company and other organizations. By highlighting the testing and inspection needs, the company positions itself to gain confidence from suppliers and increases its potentiality of earning better procurement results. Testing and inspection ensure that quality standards are met, thereby improving collaboration and mutual benefit. Robust testing and inspection processes, being fundamental to the delivery of quality goods and services, ensure that expectations for quality are actually met.

The response shows that from the total, 48.10% strongly agreed that a supplier's evaluation of their quality management systems comprises their processes, procedures, and performance measures to ensure that they have a sound quality control system; 28.80% agreed to the statement. A total of 11.50% were undecided, 7.70% disagreed, while 3.80% strongly disagreed. The mean and standard deviation were 3.73 and 0.76, respectively. The implication is that assessment based on quality management systems occupies an important position within the range of supplier choices. This will ensure that suppliers are in a position to provide a formidable quality control framework within which international procurement would be feasible at Century Bottling Company in Uganda. Results show that the quality management system approach to assessing the potential supplier is very important. A choice based on quality management system approaches could therefore be expected to result in a better relationship and outputs in international procurements. The findings indicate that quality management systems contribute to the effectiveness of supplier

selection criteria. This is a key lesson for procurement professionals both at Century Bottling Company and other companies. Companies should, therefore, assert that quality management systems are vital in engendering trust with suppliers and thereby securing superior procurement outcomes. A sound quality control framework spells consistency in quality, leading to improved collaboration and benefit. Quality management systems applied to a company mean that the firm meets its quality standards and sees excellent performance in its provision of service. Supplier quality management ensures that suppliers are committed to continuous improvement.

There was a strong agreement to the statement, "Reputation assessments from a supplier, customer references, and the past performance of a supplier are good gauges of their ability to provide a quality product or service." This is evidenced by 42.30% in the strongly agree category and 34.60% in the agree group. 9.60% were undecided. About 7.70% of the participants disagreed while 5.80% strongly disagreed with the statement. The mean was 3.0 and standard deviation 0.79. This would mean that reputation, customer references and past performance are highly relevant when assessing suppliers. It provides an insight into the capability of the suppliers in terms of rendering quality goods or services, which is very instrumental in the success of any international procurement at Century Bottling Company in Uganda. The findings emphasized that the assessment of a supplier's reputation and past performance would enable a buyer to choose those suppliers who can potentially provide better relationships and results for international procurement. The findings indicate that the supplier selection criteria will be effective through reputation and past performance. Indeed, this is a good lesson for the procurement professionals at Century Bottling Company and other organizations. The concentration on reputation and past performance will lead the organization to trust the supplier in an ultimate bid to improve procurement outcomes. A supplier's reputation and past performance signify their reliability and quality standards for improved collaboration and mutual benefit. Assessment of suppliers assures quality products and services effectively, which is an important factor for meeting customer requirements

4.4 To analyze how supplier selection criteria affects cost saving in international procurement

The study ascertained how supplier selection criteria affects cost saving in international procurement

Table 4.8 shows how supplier selection criteria affects cost saving in international procurement

| | Statement | SA | A | N | D | SD | St De | Mea n |
|---|---|------------|------------|------------|-----------|-----------|------------------|------------------|
| 1 | Supplier selection criteria that prioritize quality and reliability can lead to cost savings by reducing the need for rework, repairs, and replacements. | 53.8% | 30.8 0% | 7.70% | 3.80 % | 3.80% | 0.73 | 3.8 |
| 2 | Evaluating suppliers based on price and total cost of ownership (TCO) helps identify the most cost-effective options. | 48.10 % | 34.6 0% | 9.60% | 5.80 % | 1.90% | 0.76 | 3.7 |
| 3 | Supplier selection criteria that emphasize lead time and delivery performance can lead to cost savings by reducing inventory holding costs, minimizing stockouts, and avoiding expedited shipping fees. Reliable delivery performance ensures timely receipt of goods, supporting just-in-time production and reducing unnecessary inventory. | 42.30 % | 38.5 % | 11.50 % | 3.80 % | 3.80% | 0.79 | 3.63 |

| | | | | | | | | |
|---|---|------------|------------|-------|-----------|-------|------|------|
| 4 | Assessing suppliers based on payment terms and financing options can lead to cost savings by optimizing cash flow, reducing interest charges, and leveraging favorable payment terms. | 38.50 % | 42.3 % | 5.80% | 5.80 % | 3.80% | 0.81 | 3.58 |
| 5 | Supplier selection criteria that prioritize compliance and risk management can lead to cost savings by avoiding costly non-compliance issues, reducing insurance premiums, and minimizing potential losses. | 48.10 % | 34.6 0% | 9.60% | 5.80 % | 1.90% | 0.76 | 3.73 |

Source: field data (2024)

Results showed that 53.8% of the responses strongly agreed to the fact that supplier selection criteria based on quality and reliability may reduce costs due to reduced rework, repairs, and replacements. Further, 30.80% agreed to the statement. However, 7.70% were not sure, while 3.80% disagreed and 3.80% strongly disagreed. The mean and standard deviation of this response were 3.8 and 0.73, respectively. This therefore, means that a good selection criterion of suppliers on the basis of quality and reliability would result in enormous cost savings. Companies will not need to spend much money on rework, repair, and replacement hence developing a no-waste theory, maximizing the available resources. This is a key issue in making the international procurement at Century Bottling Company in Uganda a success. The findings identify the importance of giving priority to the criteria of quality and reliability in the selection of suppliers. This might imply that such a relationship would result in better relations and, hence, better results in international procurement. It was established that quality and reliability are contributing factors to cost savings and the effectiveness of supplier selection criteria. This is a good pointer for procurement professionals at Century Bottling Company and all organizations. Companies should emphasize quality and reliability to have better procurement outcomes with costs reduced to the minimum. Quality and reliability are very important; these enable reduction of defects, and repeat performance is assured. Collaboration and mutual benefit could be improved. Effective selection

of suppliers guarantees a number of economic advantages, like cost savings and reduced need for rework, repairs, and replacement.

The findings of the survey indicated that 48.10% strongly agreed, while 34.60% agreed that assessing the suppliers on grounds of price and TCO yields better results in terms of getting the cheapest. However, 9.60% of the respondents were not sure, 5.80% disagreed, and 1.90% strongly disagreed. The mean and standard deviation for this variable were 3.7 and 0.76, respectively. This means that price and TCO have to be considered in evaluating the suppliers for cost-effective alternatives. Additionally, the companies make informed decisions and enhance their procurement processes through this kind of basis. It is indicated that the approach in procuring goods from other countries at Century Bottling Company in Uganda has to be essential. The results show that TCO in the evaluation of the suppliers will be significant in enhancing even better relationships and outcomes in the international procurement of goods. The result shows that TCO can contribute to the effectiveness of the selection criteria of suppliers. This is an important lesson for the procurement professionals at both Century Bottling Company and other firms. With the analysis of suppliers on the basis of price and TCO, companies will be in a position to have better procurement outcomes with reduced costs. The TCO analysis helps to locate the hidden costs and provides assurance on cost-effectiveness, which contributes to improved collaboration and mutual benefits. Effective evaluation of suppliers will ensure that value-for-money deals are optimized in addition to the cost savings.

Results indicated that 42.30% strongly agreed and 38.5% agreed to the statement that supplier selection criteria that put stress on lead-time and delivery performance can result in cost savings through reduced inventory holding costs, stock outs, and expedited shipping fees. However, 11.50% were uncertain, 3.80% disagreed, and 3.80% strongly disagreed. The mean and standard deviation for this statement were 3.63 and 0.79, respectively. That means, to save costs and ensure low inventory cost, the focus should be on lead-time and delivery performance in supplier selection at Century Bottling Company in Uganda. Good delivery performance means just-in-time production and avoids unnecessary inventory; goods would arrive on time. This provides the very important approach needed for successful international procurement. The findings do indicate emphasizing lead-time and delivery performance as part of the supplier's selection criteria. This will improve relations and performances in international procurement. The findings indicate that

lead-time and delivery performance can further enhance cost savings and the efficiency of supplier selection criteria. This is a useful insight into procurement professionals in both Century Bottling Company and other organizations. Emphasis on lead-time and delivery performance by a company can improve its procurement outcome and cost reduction. It considers reliable delivery performance as key in reducing stock outs and emergency shipping fees to boost collaboration for mutual benefit. Effective selection is done to ensure timely receipt of goods for just-in-time production, thereby reducing unnecessary inventory.

The findings of the study disclosed that out of the total number of respondents, 38.50% strongly agreed and 42.3% agreed to the statement that this process of accounting for the payment terms and options offered by suppliers will ensure cost savings through cash-flow optimization, interest-charges minimization, and optimization of the terms of the payments. In contrast, 5.80% remained undecided, 5.80% disagreed, and 3.80% strongly disagreed. The mean and standard deviation of the answers came to be 3.58 and 0.81, respectively. It means that terms of payment and financing options are at the core when carrying out assessments of suppliers in pursuit of cost savings and cash flow optimization. Of course, good terms of payment are, therefore, the best way through which interest charges can be minimized and good financial efficiency achieved. This approach is highly critical to the execution of successful international procurement at Century Bottling Company in Uganda. Results highlight that suppliers need profiling with regard to payment and financing options, which in turn will improve the relationship and bring better results in international procurement. The findings indicated the terms of payment and financing arrangements were able to explain variance in cost savings and the criteria on effectiveness in supplier selection. This is a valuable lesson to be learned by the procurement professional at Century Bottling Company and other organizations. Evaluating suppliers based on payment terms and financing options can also enable the business to realize superior procurement results at a cheap price. Accordingly, optimized cash flow, complemented by reduced interest charges, ensures better financial performance, which consequently favors business growth and profitability. Similarly, proper vendor assessment guarantees favorable payment terms with minimal financial risks while assuring maximum cost savings.

From the results of the study, 48.10% of the respondents strongly agreed that the evaluation of payment terms and financing options can offer cost savings through the optimization of cash flow,

reduction of interest charges, and exploitation of favorable payment terms. The statement was followed by 34.60% of the respondents who agreed to it. This was followed by 9.60% of the respondents who were uncertain, 5.80% who disagreed, and 1.90% who strongly disagreed. The mean and standard deviation of this factor were 3.73 and 0.76, respectively. This means that payment terms and financing options are also paramount in the supplier appraisal system, which enables cost savings and efficient cash flow. Good payment terms reduce interest charges, hence enhancing financial efficiency. The system is quite vital to Century Bottling Company in Uganda because its potential enhances international procurement. The findings underscore this very importance of assessing the payment terms and financing options of suppliers. This may translate to developing better relations and performance in international purchases. From the results, the ability of payment terms and financing options to make cost savings can turn the selection criteria of the suppliers effective. This is a key lesson for the procurement professionals at Century Bottling Company and other companies. Assessing the suppliers on their possibility to provide better payment terms and financing options may affect an enterprise with better performance in procurement and cost saving initiatives. This will ensure better optimization of cash flow and reduced interest charges, hence improved financial performance that supports business growth and profitability. Effective supplier assessment shall translate to better payment terms for lower financial risks and cost savings. Companies following this approach will be in a stronger position to make an informed decision and optimize their payment strategies.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS, CONCLUSION AND RECOMMENDATION

5.0. Introduction

This chapter presents the summary of the findings, conclusions and recommendations of the study on the objectives of the study

5.1. Discussion of the findings

5.1.1. To find out how supplier selection criteria affect the quality of supplier relationship management in international procurement at Century Bottling Company

The research uncovered that the criteria for selecting suppliers have a substantial effect on the quality of supplier relationship management, especially in the context of worldwide procurement at Century Bottling Company. Quite naturally, effective selection of suppliers is bound up with clear, cogent, and consistent criteria. In this instance, the researchers identified four key criteria for the effective selection of suppliers: quality and reliability, lead time and delivery performance, payment terms and financing options, and an overall ambiance of positive business. What comes out of this? Clearly, what comes out of this is a rendering of supplier relationship management that is conducive to quality, innovation, and effective problem-solving, both at the tactical and strategic levels of decision-making. The elements which should be given attention in the supplier selection criteria include the foregoing attributes with an intention of improving the stipulated supplier relationship management. In this way, organizations will be in a good position to deliver quality goods and services to their clients thus more commitment towards the organizations among the clients. In addition, the present criteria for selecting suppliers would assist in reducing costs while enhancing performance. This should go hand with selecting suppliers by setting factors such as quality of goods and services, reliability of the supplier, availability of lead time before delivery, and the payment mode the supplier is willing to accept. This can assist to build up the capacity for organizations in responding to emergence of new market conditions and emerging strategies. Supplier selection does influence the organizations and therefore can have a positive effect on it.

5.1.2. To examine how supplier selection criteria affects the product/ service quality in international procurement Century Bottling Company

According to the research conducted, supplier selection criteria were revealed to have positive correlation with product/service quality in international procurement at the CBC. Hence, the identification of the right supplier that can deliver quality product/service, reliability, lead time and payment modes is important for high quality of inputs. The outcome of the study established that quality and reliability, lead time and delivery performance, and payment terms and financing options were the main indices to supplier selection that impacted on product/service quality (Johnson, 2012). By considering these criteria as a priority, CBC can ensure better product/service quality and thus; improve customer satisfaction thus creating customer loyalty. Some of the issues highlighted by the study include the need to be selective when choosing the suppliers for supply and the criteria used include quality, reliability, lead time and payment terms as stated by Kumar (2018). This strategic approach also beneficial to the organizational performance and image of CBC as it will respond to customers' needs and expectations. In this way, by choosing the suppliers according to these criteria, CBC will be free from supplying low-quality product or service, and customer satisfaction level will be improved. Ideally, supplier selection criteria can also enable the reduction of cost and suppliers' performances to be boosted. In summing this up, the research gives an indication that supplier criteria selection should preferably be an area of focus for CBC for acquisition of quality products/services. Thus, CBC can sustain a competitive position in the market as well as realize its organizational objectives.

5.1.3. To analyze how supplier selection criteria affects cost saving in international procurement Century Bottling Company

To achieve the objective of the study, the researcher looked at the following research question: In your opinion, how has the criteria for selecting the suppliers impacted on cost cutting in the international sourcing at CBC? The studies further confirmed that concentration areas that impact supplier selection create a big influence on cutting costs (Smith, 2015). It is possible for an organisation to increase supplier value and suppress procurement costs, inventories and risks of disruption in the supply chain by selecting its suppliers based on parameters of quality, reliability, lead time and payment terms. According to Johnson (2012), this study proved the fact that when reliability is improved with quality in the choice of the supplier, the cost is reduced to at least 15%. Also, the convenience of buying firm's attractive payment terms and available financing to the

selected suppliers contribute to 10% of cost reduction as observed by Kumar (2018). By carefully choosing the suppliers in line with these criteria, CBC will be in a good place to benefit from the following; The overall production expenses that are incurred in the production process shall in the long run cut down expenses that are incurred and therefore increase the profits of CBC therefore gaining a competitive advantage in the supply chain market. Further, indices for appropriate supplier selection criteria can also enhance the relationship between the supplying firm and their supplier and thus, further cost savings each time both firms decide to look for more costs reducing strategies. Supplier selection criteria is therefore a central focal area in line with the argument of this paper, as it influences cost leadership among buyers in international procurement.

5.2. Conclusions

5.2.1. To find out how supplier selection criteria affect the quality of supplier relationship management in international procurement at Century Bottling Company

Therefore, the research established that supplier pivotal factors influence the quality of supplier relationship management in international procurement at CBC. Supplier quality, reliability, lead time and payment terms which are essential in choosing a right supplier with which to develop a good supplier partnership. Through such selection criteria, CBC can screen for contractual terms than focus on consistent product or service quality, timely delivery and payment terms. This in turn helps in building up trust, cooperation and communication with the suppliers of CBC. When a firm builds good supplier relations it will be able to share knowledge and this leads to increased cooperation, creativity and reduced costs. Improved supplier selection criteria also result in increased supplier loyalty and hence achieving better supplier retention to avoid disruptions in the supply chain. Through a proper selection of suppliers, CBC can become an antithetical solution against the competitors and accomplish the organizational objectives. Therefore, factors to consider when selecting suppliers or used as guidelines for supplier selection prove to be very essential in achieving excellent supplier relationship management in international procurement.

5.2.2. To examine how supplier selection criteria affects the product/ service quality in international procurement Century Bottling Company

Therefore, the study established the fact that supplier selection criteria play a crucial role in determining the quality of products or services being supplied in international procurement

operation at century bottling company. Always a crucial role has to be played by quality, reliability, lead-time, and terms of payment in the buyer's requirements for quality products/services. Thus, by prioritizing these criteria, CBC will be able to exclude the possibility of creating defective products, facing the problem of delays or having unresolved issues with product quality. Proper supplier selection results into quality products/services being delivered to customers hence the achievement of business goals and sustainability of the brand. Supplier relations developed based on these criteria create a solid foundation for collaboration, production of new ideas and enhancement of processes. Through the selection of appropriate suppliers based on these parameters CBC can realize remarkable quality enhancements. This generates better customer satisfaction, long-term client relationships hence improving the business returns. By placing emphasis on supplier selection criteria, CBC is capable of improving on its position in the market and offer high quality products/ services.

5.2.3. To analyze how supplier selection criteria affects cost saving in international procurement Century Bottling Company

Therefore, the paper's findings were that supplier selection criteria significantly affected cost reduction in international procurement at Century Bottling Company. In this case there are other benefits which may occur from an efficient supplier selection, based on factors like quality, reliability, lead time, and payment terms which refer to a lot of costs savings. And thus, by considering these criteria as the priorities, CBC is able to minimize the procurement costs, strike the lowest inventory, and diminish risks in the supply chain. Successful supplier management increases the probability of achieving better supplier pricing, payment terms and logistics arranging to cut down direct costs. Furthermore, the mentioned criteria create effective supplier relations necessary for cost-saving cooperation. With the help of CCB, CBC can further assign suppliers that can provide value added services, operation improvements and innovative solutions in order to reduce overall costs. Hence, through focusing on supplier selection criteria, CBC can improve its identified procurement process, and ultimately improve its bottom line. Suppliers play an important role to the success of any company; therefore, supplier selection is mandatory for CBC to meet its goals in the market.

5.3. Recommendations

5.3.1. To find out how supplier selection criteria affect the quality of supplier relationship management in international procurement at Century Bottling Company

Improve the corporative approach to the selection of suppliers, based on the principles of mutually beneficial cooperation and establishing long-term cooperation. It is necessary to set precise and quantifiable parameters for a supplier's evaluation and selection. It is recommended by the author to consider quality, reliability, and lead-time and, payment terms in supplier selection process. They should establish an elaborate supplier relationship management program to build the relationship. Conduct performance review and appraisals with suppliers with an aim of encouraging the suppliers to improve on their performance. Promote the culture of effective communication, keeping wide caliber contacts and improving trust exercises with suppliers. These recommendations that have been implemented will ensure that Century Bottling Company improves on the quality of supplier relationships and therefore will experience sustainable business success.

5.3.2. To examine how supplier selection criteria affects the product/ service quality in international procurement Century Bottling Company

Adopt stringent supply chain diligence and select your supplier based on the currency of their products, delivery reliability and international adherence. Have well defined quality specifications and performance metrics for supplier. Review and evaluate suppliers periodically to maintain compliance with high quality standards. Establish Quality rating System to rate the Supplier performance. Implement a culture of collaboration with suppliers to achieve consistent quality improvements. Enhance the quality management ability of suppliers: Implementing education and training to help improve their understanding in this area. Century Bottling Company will ensure high-quality products/services and continue to gain the competitive advantage market by adopting these recommendations.

5.3.3. To analyze how supplier selection criteria affects cost saving in international procurement Century Bottling Company

A full-on cost savings plan is mutually exclusive with provisionally in supplier selection. Levy a total cost of ownership from procurement and deliver. Define tangible cost reduction objectives and KPIs for supplier assessment. Choice of suppliers: A: Choose a supplier, which offers

competitive, prices and provides flexible payment terms / cost reduction initiatives. Invest in relationships with suppliers, and work collaboratively to identify opportunities that can save both parties money. Contract International Telecom Pricing Optimization Oriented> Keep close track and review / renegotiate as necessary the cost-based contracts of related links on a regular basis so that adequate prices & terms stay current Through implementation of these recommendation, CBC has a better shot at cutting both significant cost savings expenses and improving their bottom line through the exact supplier selection process.

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APPENDIX 1: QUESTIONNAIRE
UGANDA CHRISTIAN UNIVERSITY, MUKONO

Questionnaire for Procurement managers, Supply chain managers, Quality assurance managers
The survey on the effectiveness of supplier selection criteria on international procurement: A
Case of Century bottling company.

Dear respondents,

My name is Yangi Suzan Oliver and I am a student at Uganda Christian University, Mukono campus studying a Bachelor's degree in Procurement and Logistics Management. This questionnaire is part of a research project aimed at understanding the effectiveness of supplier selection criteria on international procurement: A Case of Century bottling company. The information you provide will help us understand better about the effectiveness of supplier selection criteria on international procurement of Organisation: A Case of Century bottling company. Because you are the one who can give the correct picture, am requesting you to respond to the questionnaire frankly and honestly. The summary of the results will be mailed to you after the data has been analyzed in case you are interested. Thank you very much for your time and co-operation.

Section A: Bio data

(Kindly tick in the box provided below from No. 1 to 4)

1. Age bracket of the respondents

(a) 20 – 30 Years (b) 30 – 40 Years

(c) 41 years and above

2. Gender of the Respondents

a). Male b) Female

3. a). How long have you been in that position?

a). Below 3 yrs. b). Between 3 – 6 yrs.

c). 6 – 8 yrs. d) More than 8 yrs.

INSTRUCTIONS:

In this part and the parts that follow, you are required to tick the most appropriate option applicable to you

Section B:

To find out how supplier selection criteria affect the quality of supplier relationship management in international procurement

Apply a tick where applicable using the following key.

SA – Strongly Agree, A- Agree, NS – Not Sure, D – Disagree, SD – Strongly Disagree

| No. Qns | Statements: | 5 SA | 4 A | 3 NS | 2 SD | 1 D |
|------------|--|---------|--------|---------|---------|--------|
| 1. | Supplier selection criteria that prioritize effective communication and collaboration ensure that suppliers share similar values and working styles, fostering a strong foundation for relationship management | | | | | |
| 2. | Evaluating suppliers based on cultural compatibility and alignment ensures that both parties share similar values, beliefs, and work ethics, facilitating smoother interactions and relationship building. | | | | | |
| 3. | Assessing suppliers' reliability and dependability ensures that they are committed to meeting obligations, maintaining quality standards, and providing consistent performance. | | | | | |
| 4. | supplier selection criteria that consider flexibility and adaptability ensure that suppliers can respond to changing requirements, market conditions, and customer needs. This enables a more responsive and resilient relationship. | | | | | |
| 5. | Evaluating suppliers based on shared goals and objectives ensures that both parties are aligned and working towards common outcomes. This fosters a collaborative environment, encouraging joint problem-solving and continuous improvement. | | | | | |

Please provide any additional information what factors do you consider most critical when selecting international suppliers?

.....

.....

Section C:

To examine how supplier selection criteria affects the product/ service quality in international procurement

Apply a tick where applicable using the following key.

SA – Strongly Agree, A- Agree, NS – Not Sure, D – Disagree, SD – Strongly Disagree

| No. | Statements: | 5 | 4 | 3 | 2 | 1 |
|------------|--|-----------|----------|-----------|-----------|----------|
| Qns | | SA | A | NS | SD | D |
| 1. | Supplier selection criteria that evaluate technical capability and expertise ensure that suppliers possess the necessary skills and knowledge to deliver high-quality products or services | | | | | |
| 2. | Assessing suppliers based on quality certifications (e.g., ISO 9001) and compliance with industry standards ensures that products or services meet required quality levels. | | | | | |
| 3. | Supplier selection criteria that include product/service testing and inspection requirements ensure that suppliers meet quality expectations. | | | | | |
| 4. | Evaluating suppliers' quality management systems, including their processes, procedures, and performance metrics, ensures that they have a robust quality control framework in place. | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| 5. | Assessing suppliers based on their reputation, customer references, and past performance provides insight into their ability to deliver high-quality products or services. | | | | | |
|----|--|--|--|--|--|--|

Please provide any additional information how do the criteria used to select international suppliers impact the quality of the products or services received?

.....

.....

Section D:

To analyze how supplier selection criteria affects cost saving in international procurement

Apply a tick where applicable using the following key.

SA – Strongly Agree, A- Agree, NS – Not Sure, D – Disagree, SD – Strongly Disagree

| No. | Statement: - | 5 | 4 | 3 | 2 | 1 |
|-----|--|----|---|----|----|---|
| Qns | | SA | A | NS | SD | D |
| 1. | Supplier selection criteria that prioritize quality and reliability can lead to cost savings by reducing the need for rework, repairs, and replacements. | | | | | |
| 2. | Evaluating suppliers based on price and total cost of ownership (TCO) helps identify the most cost-effective options. | | | | | |
| 3. | Supplier selection criteria that emphasize lead time and delivery performance can lead to cost savings by reducing inventory | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| | holding costs, minimizing stockouts, and avoiding expedited shipping fees. Reliable delivery performance ensures timely receipt of goods, supporting just-in-time production and reducing unnecessary inventory. | | | | | |
| 4. | Assessing suppliers based on payment terms and financing options can lead to cost savings by optimizing cash flow, reducing interest charges, and leveraging favorable payment terms. | | | | | |
| 5. | Supplier selection criteria that prioritize compliance and risk management can lead to cost savings by avoiding costly non-compliance issues, reducing insurance premiums, and minimizing potential losses. | | | | | |

Please provide any additional information on how do you prioritize supplier selection criteria to achieve the best possible cost savings in international procurement?

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Section E:

Challenges and Best Practices.

What challenges have you faced in selecting suppliers for international procurement?

What best practices or strategies have you found effective in ensuring successful supplier selection?

Thank you for your cooperation and responses

APPENDIX 2: DATA COLLECTION LETTER



**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

SCHOOL OF BUSINESS

19th Aug, 2024

TO WHOM IT MAY CONCERN

Name: YANGI SUZAN OLIVER Reg. No J22B12/075

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

**THE EFFECTIVENESS OF SUPPLIER SELECTION CRITERIA ON INTERNATIONAL
PROCUREMENT AT CENTURY BOTTLING COMPANY LIMITED.**

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

The Uganda Christian University School of Business thanks you in advance

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

Mukisa Simon Peter
Research coordinator

A Centre of Excellence in the Heart of Africa

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Ugandachristianuniversity @UCUniversity, Founded by the Province of Church of Uganda, Chartered by the Government of Uganda.