

**EXAMINING HOW SUPPLIER RELATIONSHIPS AFFECT PRODUCTION AND
PERFORMANCE, SPECIFICALLY COLLABORATIVE SUPPLIER RELATIONSHIPS:**

A case study of Letz Talk Technologies Ltd Uganda

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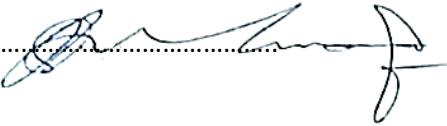


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APPROVAL.

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DEDICATION

I dedicate this research report to God, family and friends for the devotion, care and support they have rendered to me during my academic journey. They instilled in me the desire to learn and made it easy for me to access quality education. God bless you all.

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GOD BLESS YOU ALL UNCONDITIONALLY

ABSTRACT

The purpose of the study aimed at examining how supplier relationships affect production and performance, especially collaborative supplier relationships basing on the following objectives; To establish the understanding of the respondents in terms of, relationship, age, gender, education level, position in the organization, number of years worked, and the marital status, o establish the different supplier relationship types of Letz Talk Technologies, To establish the level of supplier and production relationship Letz Talk Technologies , To establish the relationship between supplier, relationship Management and business production of Letz Talk products. Both qualitative and quantitative research designs were used. The sample size was randomly selected using the simple random sampling design. And sample size of 40 respondents was considered. Secondary sources of information included textbooks, magazines, pamphlets, research reports, journals, internet and newsletter were used in addition to various company annual reports, and Primary data was collected by the use questionnaires given by the respondents. Besides that, after collecting data, it was analysed in line with the problem, objectives of the research, research questions and other information especially from the literature review, Frequency tables and graphs were worked out basing on the data entered into excel. In these frequency tables and graphs, analysis was done with a corresponding percentage. Findings revealed that Letz talk technologies Ltd has important relationships with its suppliers whom they have closely worked with for years. The relationships are mostly collaborative and strategic which adds value to the company. Letz talk technologies is committed to the contractual arrangements though there is need to check on bureaucracy which sometimes stagnates and delays decision making and operations. Besides that, there is a lot of work in progress, a lot of bottlenecks were observed at the company and Suppliers take a lot of time in delivering what is requieed, It was recommended that Letz talk technologies Ltd should consider integration as a way to manage supplier problems and cut out the middle man to save time.

LIST OF ACRONYMS

PBL- Performance based logistics

SRM- supplier relationship management

SMSS-strategic Material Sourcing

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ESI-Early

Supplier

Involvement

CHAPTER ONE

1.0 Introduction

This chapter entails the background of the study, statement of the problem, the purpose of the study, objectives of the study, Research questions, scope of the study, Geographical scope, time scope, and significance of the study.

1.1 Background to the problem/Study

A growing number of studies and evidence from industries suggested that, besides managing the relationship with its suppliers, a buyer needed to proactively manage the relationships among those suppliers. In a buyer–supplier–supplier relationship triad, the buyer, as the contracting entity, influenced the suppliers' behaviours and the relationship between them. It considered the relationships in such a triad, we were able to gain a richer and more realistic perspective of buyer–supplier relationships. In this study, our goal was to examine supplier–supplier relationships in buyer–supplier–supplier triads, focused on how such relationships impact the supplier performance. We frame the supplier–supplier relationship as co-opetition one in which competing suppliers work together to meet the buyer's requirements. The researcher investigated the role of the buyer on such relationships, and how the buyer and co-petitive supplier supplier relationships affected supplier performance.

Supplier relationship management (SRM) was a systematic approach that evaluated vendors that supplied your organization with goods, materials and services. It's one of the pieces that fell under the larger umbrella of supply chain management and was a key component to business success. This was done by determining each supplier's strategic value and creating a supplier scorecard based on their contribution to your success. You then developed strategies to improve that performance by creating and leveraging strategic relationships with them.

Supplier relationship management (SRM) was originally coined in 1983 when **Peter Kraljic**, a director at the McKinsey & Company wrote an article called “**Purchasing Must Become Supply management**” published in the Harvard Business Review. Kraljic discussed segmenting the supplier base and mapping it against two key dimensions: risk and profitability.

Developing supplier relationships were the bread and butter of any business which helps in production and overall performance. Figuring out which suppliers were critical to business success and which aren't, and then managing based on that scorecard is essential.

For instance, an electronic company's supplier of microprocessors is much more critical and therefore strategic than their supplier for paint. To that end, a manager had to create a mutually beneficial relationship for both sides to create value.

A large part of Supplier Relationship Management were supplier risk management. Supplier risk was one of the largest that any business had to deal with. There are instances where suppliers could not deliver on time, quality issues, compliance issues, ethical concerns, geographic hurdles, natural disasters and many other variables had to be considered with every supplier. Having real-time visibility into supplier data and performance, had plans in place to deal with disruptions and being able to lean on a diverse supply base was key in order to maintain value and continuity through hard times.

Many firms had directed significant attention toward working more closely with supply chain partners, including not only customers and suppliers but also various types of procurement and logistics suppliers. Considering that one of the fundamental objectives of effective supply chain management was to achieve coordination and integration among participating organizations, the development of more meaningful "relationships" through the supply chain had become a high priority.

With an emphasis on the types of relationships, the processes for developed and implemented successful supply chain relationships, and the need for firms to collaborate to achieve supply chain objectives.

The second was that of the third-party logistics (3PL) industry in general and how firms in this industry create value for their commercial clients. The 3PL industry had grown significantly over recent years and is recognized as a valuable type of supplier of logistics services.

As suggested by the late Robert V. Delaney in his 11th Annual State of Logistics Report, supply chain relationships were what will carry the logistics industry into the future. In commenting on the current rise of interest in e-commerce and the development of electronic markets and exchanges, he states:

We recognized and appreciated the power of the new technology and the power it would deliver, but, in the frantic search for space, it was still about supply chain relationships.

According to trade shift, there were two main types of supplier relationships. identified which type of relationship, you had with suppliers would help you effectively manage your expectations and align your goals.

In a vertical supplier relationship, the supply chain was linked in the traditional way between sellers and buyers. Each party placed emphasis on ensuring individual and supply chain goals were achieved. Examples of vertical supplier relationships include distributors, retailers, manufacturers, and suppliers. These relationships were often involved frequently, with many providers operating together day-to-day.

Horizontal relationships were those that were created between organizations that worked in conjunction. For example, the supplier for brake pads and the manufacturer of tires both provide parts to the car manufacturer. These suppliers work together to achieve mutually agreed-upon goals, and therefore they partake in a horizontal supplier relationship. Horizontal supplier relationships were built on a foundation of mutual trust and shared risk. With each party specializing in their specific aspect, the integration of their processes leads to shared success.

Furthermore, the types were broken down into three major categories mostly used by different organizations which include;

An arm's length /transactional relationships: This referred to a business deal in which buyers and sellers act independently without one party influencing the other. Arm's length relationships asserted that both parties acted in their own self-interest and were not subject to pressure from the other party. Strategic supplier relationships. The Cambridge dictionary says a strategic supplier partnership were “an arrangement between two companies or organizations that helped each other or worked together, that made it easier for each of them to achieve the things they wanted to achieve.” Or A strategic business partnership was a long-term business relationship focused on creating joint value for two or more organizations. The more value created by the partnership, the more strategic it is. Collaborative supplier relationships were a strategic approach to supplier management that involved aligning suppliers and partners around your business strategy to deliver on key goals and drive mutual value in collaboration?

Due to the liberal use of suppliers, buying companies had to rely on their suppliers to deliver defect free products in a timely and cost-effective manner that emphasized value for money. Buyers must ensure that their supplier capabilities matched their expectations in order to compete in the competitive market (Krause. et al.1997). Supplier relationship was also defined as "a long-term cooperative effort between a buying firm

and its suppliers to upgrade the suppliers' technical, quality, delivery and financial capabilities and to foster ongoing improvements" (Watts and Hahn, 1993). This definition emphasized the need for a long-term commitment to a supplier relationship development strategy. Supplier development was also defined as "any activity a buyer undertakes to improve a supplier's performance and or capabilities that met the buyer's short-term or long-term supply needs" (Hand field et al., 2000). During the last decade, the Manufacturing sector has changed rapidly (Jan and Robbert, 2011). Due to increased competition, the increased influence of customers and a necessity to deliver goods and services in a more efficient and effective way, many Manufacturing organizations have started projects in the area of manufacturing pathways, data interchange and vertical integration (Aptel and Pourjalali, 2001). Moreover, the redesign of Manufacturing services and the implementation of integrated care programmes were frequently addressed as being critical strategies to increase resource utilization and improve Manufacturing quality. Clearly, not only in practice but also from a theoretical point of view the area of manufacturing service operations has changed significantly. During the last ten years an impressive number of studies originated in different disciplines like economics, organizational behaviour and logistics have drastically enlarged our knowledge regarding the Manufacturing sector (Beier, 1995; Jarett, 1998; Jennett et al., 1 1999; Bazzoli et al., 2004; Zinhan and Balazs, 2004). From a Supplier relationship perspective however, the body of knowledge regarding the Manufacturing sector still seemed to be rather fragmented. Although many Manufacturing organizations have recognized the importance of adopting Supplier relationship practices, the application of techniques, methods and best practices originally developed in an industrial setting clearly is often problematic (Jan and Robbert 2011). Without doubt, the complexity of the technologies being used, the existence of multiple stakeholders, a dynamic internal and external environment and distinctive characteristics of manufacturing service operations often impede a straight forward application of industrial oriented Supplier relationship practices. The many problematic projects aiming at implementing integrated planning systems regarding patient flowed and established partnership relationships between different Manufacturing services organizations were a clear indication of the difficulties manufacturing organizations faced when adopting a Supplier relationship philosophy.

1.2 Statement of the problem

In Uganda, Letz Talk Technologies Ltd Uganda is a market leader in vehicle tracking and fleet management located along 6th street industrial area opposite chint, Kampala. P.O BOX 74756 Kampala Uganda. It offers vehicle tracking and logistics security. The researcher chose Letz Talk Technologies Ltd because of high competitive advantage compared to other players in the market. This research will define supplier relationship as "A long-term cooperative strategy, initiated by a buying, organization, to enhance a supplier's performance and capabilities, to meet the buying organization's supply needs." Letz Talk Technologies Ltd, a technology organization was our case in point. Supplier relationships were imbedded in their system which gave them access to an unlimited product pool. During the period between 2022 to date, the organization experienced a delay in supplies because the vendors didn't avail necessary products on time hence causing stagnation, limited customer base backed with a low asset base, an incompetent workforce, innovation was highly blocked, supply continuity risk was extremely high and supplier relationship management was not in existence, thereby affecting the unit's performance and product brand. However, after the introduction of a well streamered procurement policy, the organization acquired the status of an independent business unit and relationships with suppliers were encouraged making a breakthrough. Though there was a break through with the encouragement of supplier relationship management, there were still a number of recurring problems that prompted the researcher to look into these problems and suggest possible solutions (Clark and Scarf, 1960) Recently, there has been increasing attention placed on the performance, design, and analysis of the supply chain as a whole (Scarf, 1962). From a practical standpoint, the supply chain concept arose from a number of changes in the manufacturing environment, including the rising costs of manufacturing, the shrinking resources of manufacturing bases, shortened product life cycles, the leveling of the playing field within manufacturing, and the globalization of market economies (Bhatnagar, et. al.1993). The current interest had sought to extend the traditional supply chain to include, reverse logistics, to include product recovery for the purposes of recycling, re-manufacturing, and re-use. Within manufacturing research, the supply chain concept grew largely out of two-stage multi-echelon inventory models, and it was important to note that considerable progress has been made in the design and analysis of two echelon systems. According to the

transaction cost theory, the firm's decision to select a supply chain mechanism was made on the basis of comparative institutional efficiency, and ascertains which of the alternatives constitute the transaction cost minimizing condition (Kim, 1998).

Peter Drobac (July 3'd 2012) identified Uganda as one of the most effective and productive Low Developed Economy in the world and stated that the country required the public to pay a tenth of their costs in the Manufacturing sector and the rest was cleared by the Government. This policy was to make it easy for the Manufacturing to be easily procured on a regular basis. The Uganda n Manufacturing centres were not the best and most procured centres in the world but they hold a relevant position as examples to manufacturing centre procurement. For example, the Manufacturing centres may not necessarily be free from corruption but the levels of corruption had been maintained to zero grounds to make it possible for visible and accountable procurement. However, this report was contradicted with the findings of the Performance Audit Report (2012) on the Manufacturing Sector in Uganda which stated that the rural Manufacturing centres needed a lot of attention and funding to enhance profitability. The report showed that the procurement of supplies to the Manufacturing centres were neither timely nor done at all in many rural Manufacturing centres of Uganda and therefore affecting mainly

Manufacturing in rural and some urban centres of Uganda

1.3.1 Specific objectives of the study

1. To establish the understanding of the respondents in terms of, relationship, age, gender, education level, position in the organization, number of years worked, and the marital status.
2. To establish the different supplier relationship types of Letz Talk Technologies
3. To establish the level of supplier and production relationship Letz Talk Technologies

Uganda limited.

4. To establish the relationship between supplier, relationship Management and business production of Letz Talk products.

1.4 Research Questions

1. Did supplier relationships affect production?
2. What were the different supplier relationship types used in Letz Talk Technologies Ltd?
3. What were the level of business profitability?
4. What were the relationship between Customer relationship management and business profitability in Letz Talk Technologies Ltd?

1.5 Purpose of the study

The purpose of the study was to examine how collaborative supplier relationships affect production and performance a case study of Letz Talk Technologies Ltd.

1.6 Scope of the study

1.6.1 Content scope

The study was examining how supplier relationships affect production and performance, specifically collaborative supplier relationships at Letz talk Technologies Uganda limited

1.6.2 Geographical scope.

The study was conducted at Letz Talk Technologies Uganda limited located 6th street industrial area opposite, chint, Kampala

1.6.3 Time scope.

The study covered a period of six months that is from march –August 2023, And considered performance records of 2018- 2022.

1.7.1 Subject scope

The research was restricted to Letz Talk Technologies Uganda limited. It aimed at documenting and evaluating how the procurement department is utilizing supply and production policies to ensure that they were able to effectively assess possible pitfalls ahead and how to control and manage them. The study was conducted and completed within a period of four (4) months

1.7.2 Significance of the Study

i. The research is one of the partial fulfillment Partial Fulfilment for the Award of a Bachelor's Degree in Procurement and Logistics Management of Uganda Christian

University, Uganda, Mukono

ii. The data obtained on supplier relationship management solutions was of great importance to industry players, future investors and to similar organizations seeking to boost their production

iii. The findings from the study were used for further reference by other academicians to understand better the supplier relationship on production.

iv. The policy makers in Uganda such as URA, UNBS, UBOS, and UIA will use the findings and recommendations of the study in the development and strengthening of the existing policies and regulations as regards the supplier relationship on production

v. This proposed study was considered beneficial to university policy makers by providing valuable information on the extent to which organizational factors such as organizational culture, organizational communication and organizational commitment affect the performance of employees working.

vi. Finally, the proposed study will benefit and help the future researchers as their guide and also hopefully bridge some gaps that the previous researchers left as far as factors affecting employee performance in public institutions is concerned.

Theoretical Perspective

The study was based on Strategic Choice Theory. The notion of strategic theory as a method of analysis had slowly, over the course of 40 years, permeated the domain of international relations and political studies via the work of those like Thomas Schelling and Colin Gray (1960s) - classic strategic theorists and had been increasingly used and acknowledged as a tool to assist in the comprehension of decision making. The Strategic Choice Theory was first proposed by Kochan (Kochan, et.al, 1984) and his colleagues in the mid-1980s attempting to explain the transformation of the U.S. industrial relations when all other contemporary theories failed to. Strategic Choice Theory was developed when industrial relations in the U.S. were changing rapidly. Because most of the popular theories at that time were generated during periods of relative stability in U.S. industrial relations practice and consequently are overly static, they had difficulty explaining behaviour when the basic parameters of the system appear to be changing. For example, Dunlop's systems model was widely accepted in 1960's and 1970's. But there were some anomalies in the model. First, the model could not foresee the declines of union membership at that time. Rather conventional models assume that Labor unions were a permanent participant in their employment relationships. Second, conventional models assume that there was a consensus ideology. But based on the models, we could not tell whether or not managerial values, strategies, and behaviour in industrial relations were changed. Third, the traditional industrial relations models treated management as reacted to union demands, pressures, and initiatives. But there were many managerial initiatives and changes that affected the transformation in U.S. industrial relations and they had occurred within management. Therefore, they added a more dynamic component to industrial relations theory through developed concepts of strategy, or strategic choice. Then they tried to demonstrate that industrial relations practices and outcomes were shaped by the interactions of environmental forces, union leaders, workers, and public policy decision makers (Kochan, et al., 1984).

DEFINITION OF KEY OPERATIONAL TERMS

Supplier relationship referred to the systematic approach of assessing suppliers' contributions and influence on success, determining tactics to maximize supplier's performance and developing the strategic approach for executing on these determinations. It helped to create positive buyer-supplier relationships and determines which activities to engage in with each supplier.

Supplier relationship management was used by supply chain professionals involved in areas such as procurement, project management and operations where these professionals regularly deal with suppliers.

According to Richard et al. (2009) organizational performance encompasses three specific organisation performance outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). The term Organizational effectiveness was broader.

Specialists in many fields were concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance was tracked and measured in multiple dimensions such as: financial performance for example shareholder return; customer service; social responsibility for example corporate citizenship, community outreach; employee stewardship; Organizational performance.

Organizational communication referred to exchange of information and ideas within the organization.

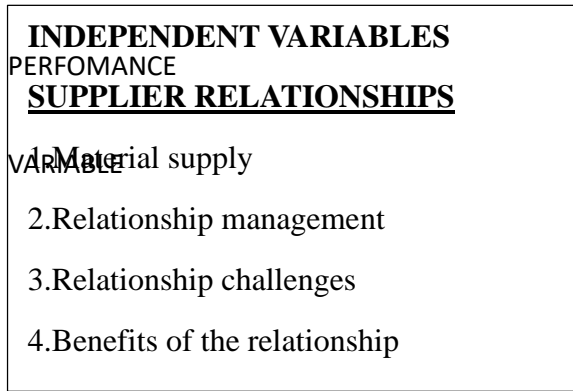
Organizational culture referred to collection of traditions, values, beliefs, policies, and attitudes that create a persistent environment for everything one does and thinks in an organization.

Validity referred to the appropriateness of an instrument in measuring whatever it is intended to measure.

Reliability referred to the level of internal consistency or stability of the measuring device over time.

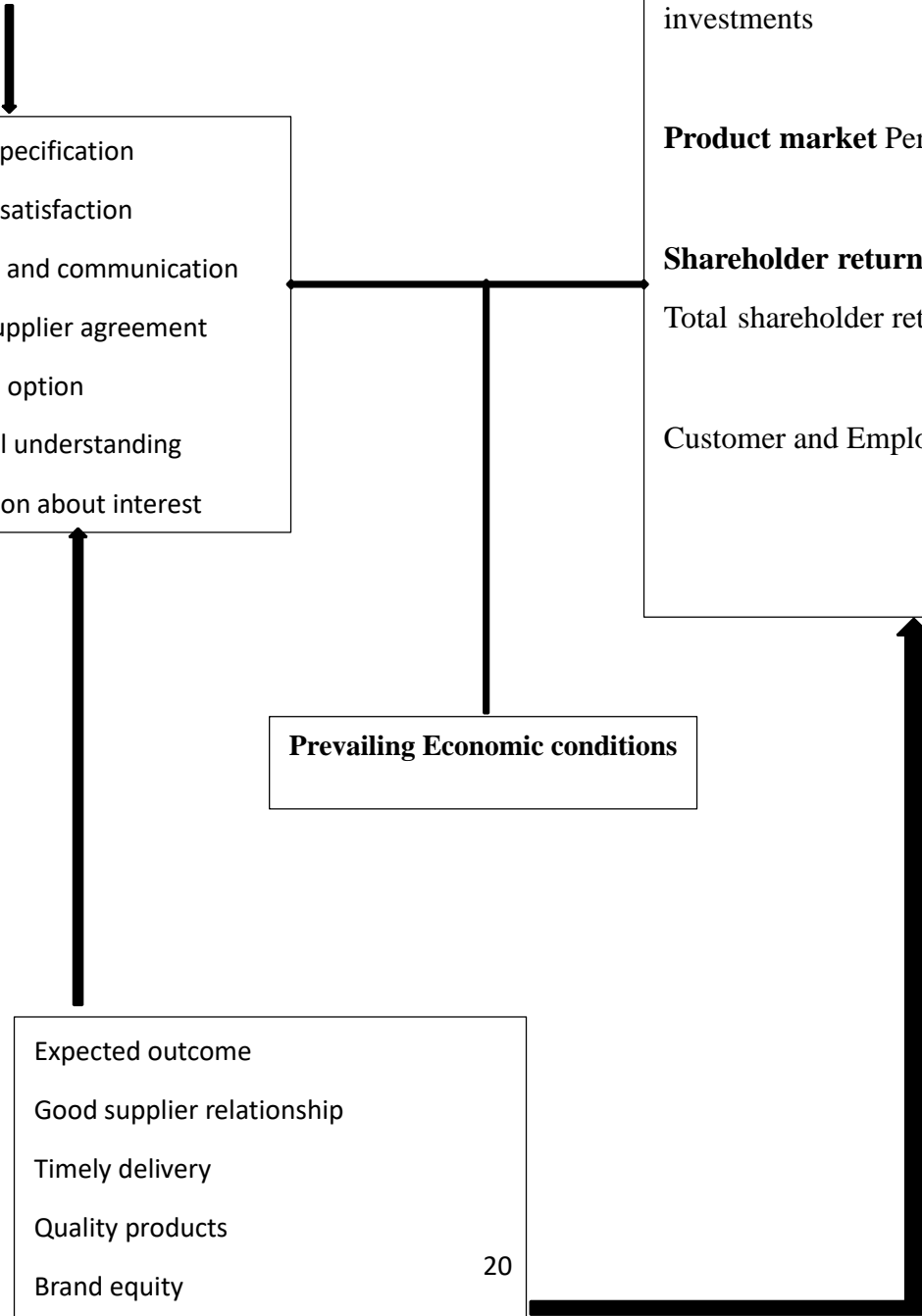
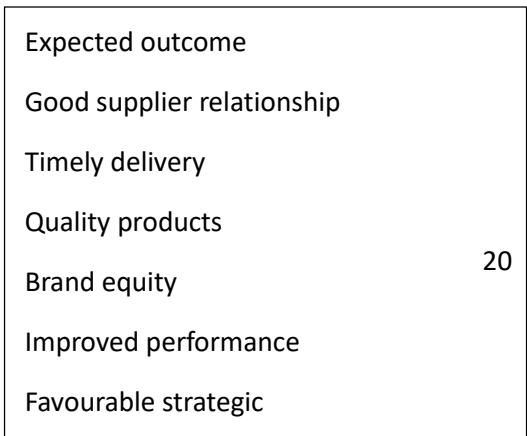
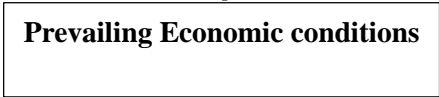
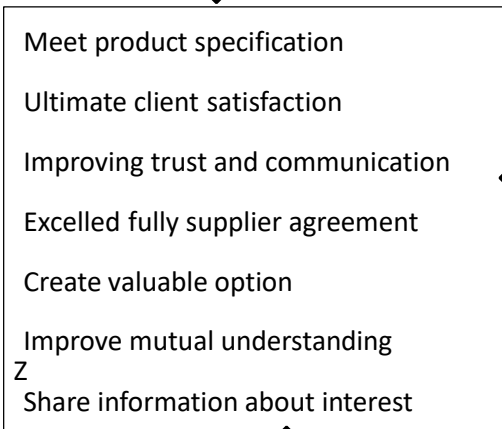
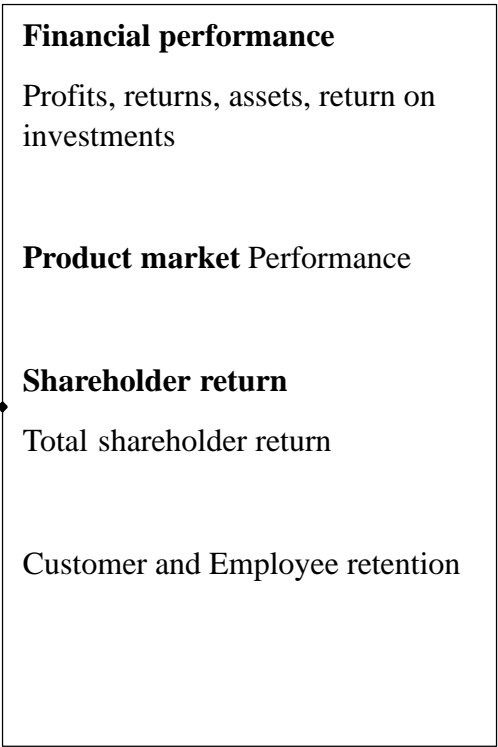
1.8 Conceptual framework

Conceptual frameworks



ORGANISATION

DEPENDENT



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

A literature review is a body of text that aims to analyze and evaluate the critical points of current knowledge and or methodological approaches on a particular topic. Literature reviews are secondary sources, and as such, do not report any new or original experimental work.

This specific chapter presents literature on how supplier relationships have affected production, the different types of supplier relationships, establishment of collaborative supplier relationships specifically and how they have affected performance.

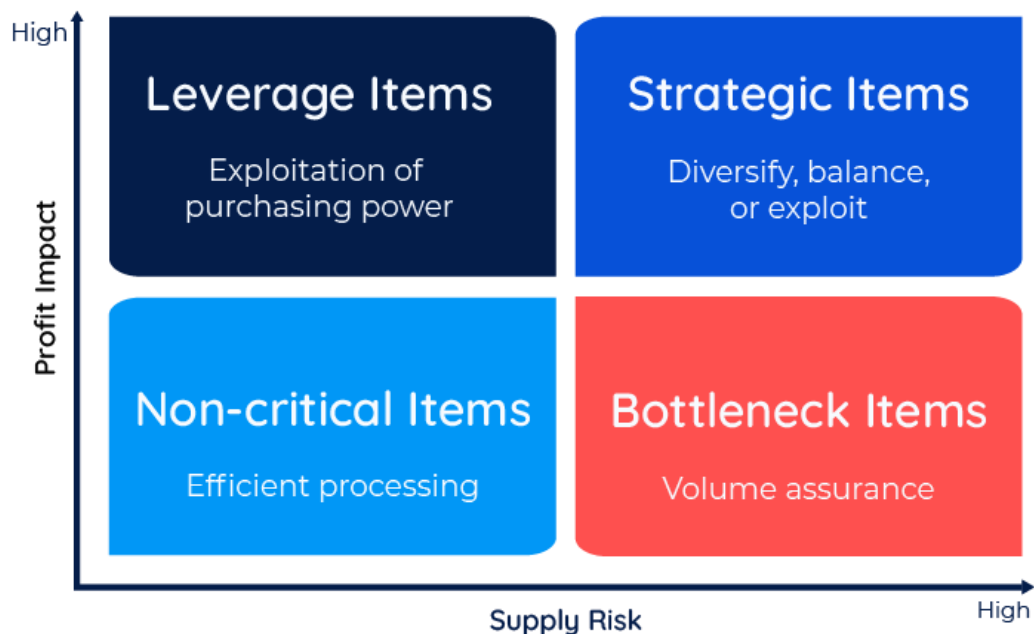
2.1 Supplier Relationship Management (SRM)

Professional buyer-seller relationships have existed since goods were first traded (Wilson,1995) and related academic thinking has evolved accordingly. Early contributors (Zeuthen,1930; Pen, 1952; Bishop, 1962) adopted a rather one-dimensional approach which concentrated on how buyers could best exploit bargaining power to achieve their commercial goals. As the study of buyer behaviour developed many contributors recognised that while maximising power is fundamental, good working relations must also be preserved (Ralf, 1995; Fleming, 1997; Kennedy, 1997). Such basic bargaining approaches were however questioned by Spekman and Gronhaug (1986) who noted that there was little empirical evidence to support placing a basic bargaining perspective at the core of any theory relating to professional procurement.

As the trend toward use of technology to drive competitive advantage has taken root, visionary manufacturers are starting to take advantage of a new competitive opportunity called Supplier Relationship Management (SRM). Herrmann and Hodgson (2001) defined SRM as a process involved in managing preferred suppliers and finding new ones while reducing costs, making procurement predictable and repeatable, pooling buyer experience and extracting the benefits of supplier partnerships. It is focused on maximizing the value of a manufacturer's supply base by providing an integrated and holistic set of management tools focused on the interaction of the manufacturer with its suppliers. According to Gartner.Com supplier relationship management provided the holistic approach needed to maximize the supplier's value to the enterprise. It is a critical shift from managing supplies to managing suppliers. It

succeeded through a focus on partnering with industry and leveraging commercial capabilities (Berkowitz, 2004).

Procurement experts often invoke the 80/20 rule (otherwise known as the Pareto Principle), which states that 80% of the value in your supply chain will come from only 20% of your suppliers. But don't make the mistake of identifying your top suppliers based purely on the amount you spend with them move the focus beyond cost to also consider factors such as:the importance of the supplier to your business and the risks involved in interruption to supply,Quality standards,ESG factors such as sustainability and social impact,Reliability,Ability to innovate,Financial stability.One of the most common methods for supplier segmentation is to use the 2x2 Kraljic Matrix that plots suppliers into one of four quadrants. Once you have identified the segmentation criteria, categorize suppliers based on these factors. These vendors are now a part of your Supplier Relationship Management program.



2.2 TYPES OF SUPPLIER RELATIONSHIPS.

Supplier relationships are supplier-buyer relationships supported by contracts and buyer-implemented management strategies. Companies use vendors to supply products or services that they need to function. Supplier relationships comprise of several classifications. These include; Transactional supplier relationships, Strategic supplier relationships, Collaborative supplier relationships Performance Based logistics (PBL).

Transactional/Arm's length supplier Relationships:

In the context of the more traditional vertical context, a vendor was represented simply by a seller or provider of a product or service, such that there is little or no integration or collaboration with the buyer or purchaser. In essence, the relationship with a vendor was “transactional,” and parties to a vendor relationship are said to be at “arm's length” (i.e., at a significant distance). The analogy of such a supplier relationship to that experienced by one who uses a “vending” machine is not inappropriate. While this form of relationship suggests a relatively low or non-existent level of involvement between the parties, there are certain types of transactions for which this option is desirable. One-time or even multiple purchases of standard products and/or services, for example, may suggest that an “arm's length” supply chain relationships would be appropriate.

A transactional relationship according to Phoenix was one that is based on reciprocity and needs. In a transactional relationship, both parties expect to receive something in return for their investment. These relationships were not based on the idea that you should give without expecting anything in return. As per Una's point of view, there's nothing wrong with simply getting what you've paid for; in fact, up to 80% of most supplier relationships are likely to be purely transactional. But there were some challenges involved.

For example, transactional relationships that were typically based on a one-time purchase or short-term contract may lead to a lack of trust or issues such as misunderstandings, miscommunications, and disputes. Transactional suppliers may not be motivated to provide the highest quality products as they are not invested in the long-term success of the buyer's business. Similarly, a transactional relationship may discourage suppliers from suggesting new ideas or innovations that could benefit both parties. So, transactional relationships are somewhat similar to business connections because they revolve around how much one partner can get from the other, not what they can give.

Strategic Supplier Relationships:

Alternatively, the supplier relationship management suggested by a strategic alliance was one in which two or more business organizations cooperate and willingly modify their business objectives and practices to help

achieve long-term goals and objectives. The SRM strategic alliance by definition is more strategic in nature and is highly relational in terms of the firms involved. This form of supplier management typically benefits the involved parties by reducing uncertainty and improving communication, increasing loyalty and establishing a common vision, and helping to enhance global performance. Alternatively, the challenges with this form of relationship include the fact that it implied heavy resource commitments by the participating organizations, significant opportunity costs, and high switching costs.

An institutional procurement process that continuously improved and re-evaluated the purchasing activities of a company. According to (Nichiguchi, 1994), it comprised of the following processes; Assessment of the company's current spending (what is bought where) Assessment of the supply market (who offers what?), Total cost analysis (how much does it cost to provide those goods or services), Identification of suitable suppliers, Development of a sourcing strategy (where to buy what considering demand and supply situation, while minimizing risk and costs), Negotiation with suppliers (products, service levels, price geographic coverage), Implementation of new supply structure, and track results and restart assessment (continuous cycle). Strategic sourcing was initiated by General Motors in the 1980's and it was later formalized into a methodology and implemented at other large-scale blue-chip companies with support of consulting companies like A.T Kearney, Price water house Coopers, I&P, and many others. This methodology became a norm for procurement departments and is today considered to be a standard working process. (Nichiguchi, 1994).

Putting in the time and effort with the top 20% of suppliers will help you extract additional value from these relationships. Like the butcher, your strategic suppliers can offer cost-savings ideas, efficiencies, and will know and understand your needs much better than a transactional supplier. What's more, the relationship will be stronger, more stable, and the supplier will regard you as a customer of choice – an important benefit when supply shortages begin to bite.

Collaborative suppliers Relationships:

Several authors have emphasized, despite recognizing the range of available Relationship Management Approaches, the potential benefits of collaboration. Adopting a demand side perspective, Kraljic (1983) suggested that the purchasing portfolio should be managed according to importance (expenditure and value accrued) and market complexity, but promoted proactive management of supplier relationships for strategically important elements of the portfolio. Considered both supply and demand side requirements Carlisle and Parker (1989) linked long-term profitability with relationship building strategies, while Sako

(1992) concluded that, assuming trust issues can be reconciled, over time the adoption of collaborative relationships should achieve better outcomes.

Stratton and Warburton (2003) and Cagliano, et al. (2004) discussed lean procurement approaches as a means of eliminating supply chain waste and concluded that the sharing of information generally created value and enhanced performance. Fisher, et al. (1994) and Christopher and Towill (2002) described the agile paradigm, which focused on the need to gain competitive advantage by responding quickly to uncertain demands. They argued that agility required connectivity, developed through supply chain openness between key, trusted, supply chain partners. While it is recognized that long term associations are often required to develop the necessary collaborative relationships, Zacharia, et al. (2011) theorized that even episodic supply chain collaboration contributes to successful outcomes. Generally, support continues for the idea that collaboration is likely to positively impact upon, and indeed facilitates, enhanced performance (Nix and Zacharia, 2014; Kuo, et al. 2014).

Leaning more toward the strategic alliance end of the scale, a partnership represented a customized business relationship that produces results for all parties that are more acceptable than would be achieved individually. Partnerships are frequently described as being “collaborative”. Note that the range of alternatives is limited to those that do not represent the ownership of one firm by another (i.e. vertical integration) or the formation of a joint venture, which is a unique legal entity to reflect the combined operations of two or more parties. As such, each represents an alternative that may imply even greater involvement than the partnership or strategic alliance. Considered that they represented alternative legal forms of ownership, however, they are not discussed in detail at this time.

Other Types of Supply Chain Collaboration: Regardless of form, supply chain relationships may differ in numerous ways. A partial list of these differences follows: Duration, Obligations, Expectations, Interaction/Communication, Cooperation, Planning Goals, Performance analysis, Benefits and burdens. In general terms, most companies felt that there was significant room for improvement in terms of the supplier relationships they have developed with their supply chain partners. The content of this chapter should help to understand some key ways in which firms may improve and enhance the quality of relationships they experience with other members of their supply chains.

2.3.1 HOW SUPPLIER RELATIONSHIPS AFFECT PRODUCTIVITY

In hypercompetitive environments, innovation was considered to be key dimension to a firm's competitive position. It is only recently that companies have begun to develop internal environments conducive to innovation and at the same time cultivate and take advantage of external sources, including supply chain partners, to encourage innovation. While collaboration with external partners can enhance innovation performance, including increasing the speed of development and quality of new products, it also incurs certain risks and challenges for firms.

For example, Henke and Zhang (2010) recently showed that customers' exploitation of power and a high level of relationship stress in exchange relationships are detrimental to innovation activities in supply chains. This is particularly salient for international exchange relationships, in which geographical or cultural separation between exchange partners increases coordination costs and business risks, creating significant obstacles to innovation generation in supply chains. In addition, multinational enterprises (MNEs) may face a high level of uncertainty and risk when working with supply chain partners in emerging markets such as China, where legal institutions, including intellectual property rights (IPR) and contracts, provide little governance or protection for firms' innovation outputs. Accordingly, how MNEs can adapt their products and processes to respond to and overcome institutional voids in emerging markets has become a critical task in discussions around new product development.

In line with this managerial trend, there has been increasing scholarly interest on innovation generation in interorganizational context. Some important issues has been examined in the context of interfirm innovation: different governance mechanisms such as relationship norms including trust and commitments (Mooi and Frambach, 2012; Roy, Sivakumar, and Wilkinson, 2004), unilateral governance including contract, power (Wang, Bradford, Xu, and Weitz, 2008), behavior and output control (Sivakumar, Roy, Zhu, and Hanvanich, 2011), the impact of alliance portfolio (Cui and O'Connor, 2012) and alliance expertise (Sivakumar et al.,2011) and its impact on global innovation generation. Nonetheless, there were some opportunities for research contributions on interfirm innovation in the current literature.

First, while past research had examined different variables and their links to innovation generation, the results are contradictory. For example, supplier involvement in new product design and development has

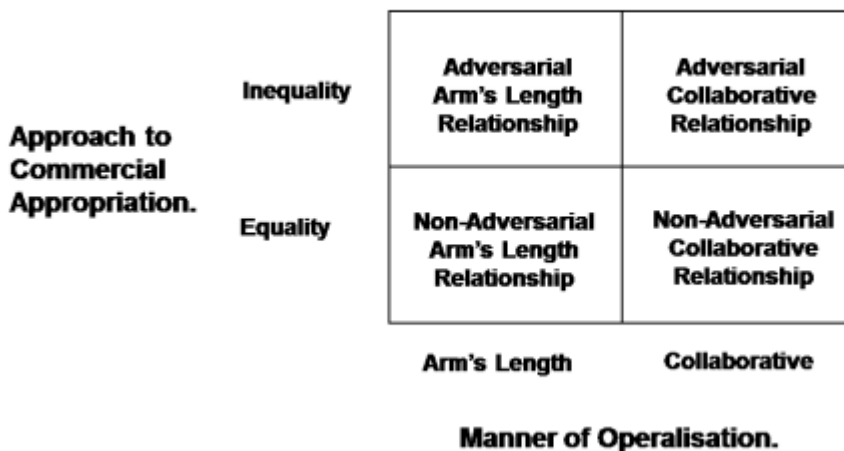
been identified as a critical factor behind firms' innovation and performance in the supply chain (Ragatz, Handfield, and Scannell, 1997; Wynstra, Von Corswant, and Wetzels, 2010). However, prior literature on the relationship between supplier involvement, innovation and performance is mixed. Some studies indicate that supplier involvement can facilitate the speed of development and quality of new products and reduce production costs (Lau, Tang, and Yam, 2010; Van Echtelt, Wynstra, Van Weele, and Duysters, 2008). Yet, other research shows that supplier involvement incurs high coordination costs and may require firms to put valuable knowledge at risk of appropriation by exchange partners (Wagner and Hoegl, 2006).

Second, empirical evidence on how different governance mechanisms influence innovation generation in interfirm relationships also revealed mixed findings. Though a stream of research argued that formal governance mechanism such as power and control inhibit innovation (Roy and Sivakumar, 2012), other studies revealed the absence of a significant direct link (Wang et al., 2008). The link between informal governance mechanisms such as relational norm on innovation generation is also equivocal. While long term, trust worthy relationships may reduce transaction and coordination cost which led to interfirm innovation (Mooi and Frambach, 2012). Other researchers argued that diversity of partner portfolio may offer more creative knowledge and ideas in innovation generation in interfirm relationships (Cui and O'Connor, 2012; Jean, Kim, and Sinkovics, 2012).

Third, the literature suggests that the impact of innovation on firm performance is context-specific (Calantone, Harmancioglu, and Droge, 2010; Rosenbusch, Brinckmann, and Bausch, 2011), but empirical evidence on the issue is sparse, particularly in the context of emerged markets (Rubera and Kirca, 2012). The institutional environment plays a crucial role in shaping innovation's influence on firm performance, particularly in emerging markets (Bello,Lohtia, and Sangtani, 2004). For example, legal regulations, such as weak intellectual property protection law, may constrain a firm's ability to conduct innovative activities. Consequently, global trading partners from countries with different legal traditions often found it difficult to craft contracting and ownership elements that provide unequivocal safeguards while motivating firms to engage in investments and activities. Accordingly, the relationship between the institutional environment and innovation in channel relationships would benefit from further empirical investigation.

Finally, another deficiency in the literature was that most studies concentrated on interfirm innovation from the customer's perspective within the supply chain relationship (e.g. Azadegan and Dooley, 2010; Hult, Hurley, Giunipero, and Nichols, 2000). While suppliers have become an increasing source of product and process innovation, very little is known about the implications of innovation for suppliers (Chung and Kim,

2003).Walton and McKersie (1965) observed that by playing the ‘Mixed Game’ it is possible to benefit from the combination of integrative behavior (maximizing total value available),accompanied by relatively hard distributive behavior (claiming the maximum share).Adding to this, Lax and Sebenius (1986:33) provided a useful behavioral insight: ‘No matter how much creative problem solving enlarges the pie, it must still be divided; value that has been created must be claimed. And, if the pie is not enlarged, there will be less to divide; there is more value to be claimed if one has helped create it first.’Cox, et al. (2000) developed this view in considering there to be four basic Relationship Management Approaches, which are best understood on the basis of commercial appropriation of value and by the manner of operationalization, as summarized in the diagram below. (The Four Relationship Management Approaches, adapted from Cox, Sanderson and Watson, 2000:56)



Cox, et al., (2000) and Chicksand (2015) recognized the importance and need to empirically investigate how relationships were managed in conditions of power-based interdependence, in which purchasers had an incentive to proactively select a vendor, but where they also recognized that they lack the power advantage to achieve a position of dominance.

Kähkönen and Virolainen (2011), Huang, et al. (2014) and Scholten and Schilder (2015) also recognized that there was a gap in current knowledge relating to exchange interactions that take place in conditions of interdependence. When buyers find themselves in a position of interdependence, but lack the resources to leverage a dominant position, Cox et al. (2004) argued that the appropriate Relationship Management

Approach was one of Non-Adversarial Collaboration, but also note the lack of empirical support regarding the incidence of appropriate Relationship Management Approach alignment.

Reflected on the foregoing, and in recognition of the acknowledged gap in extant research, the following research question was developed for the empirical study of presales interactions described in this paper:

‘What relationship management approaches were dominant when buyers and sellers operate in conditions of power-based interdependence?’

Supplier involvement

Supplier involvement was a necessary evil sometimes especially in the process of building supplier relationships. Supplier involvement referred to the extent to which a supplier was involved in co-designing and new product development processes with their customers in exchange relationships (Petersen, Handfield, and Ragatz, 2003). Supplier involvement in new product development had been documented as an important factor behind successful innovation through interfirm cooperation. This was particularly salient in the automotive industry, in which assemblers involved their first-tier suppliers early on in the co-design and co-development of product development processes (Liker, Kamath, Nazli Wasti, and Nagamachi, 1996; Takeishi, 2001).

Prior literature had identified some potential benefits of supplier involvement in a new product, for both manufacturers and their suppliers. For example, some research suggested that supplier involvement can reduce lead times and the risks involved in product development. It also enhanced flexibility and product quality for manufacturers (Lau et al., 2010; Liker et al., 1996). From the supplier’s point of view, research also showed that supplier involvement is beneficial for their innovation, product quality and financial performance (Chung and Kim, 2003). From the KBV and organizational learning perspectives, supplier involvement in the form of co-design can facilitate knowledge sharing and learning between suppliers and their customers in exchange relationships (Lakshman and Parente, 2008). The extant literature showed that there were different types of interfirm collaboration arrangements and ways of facilitating knowledge sharing and innovation (Carayannopoulos and Auster, 2010; Tsai, 2009). For MNE automotive part suppliers, becoming involved in co-designing with Chinese assemblers enhanced their local market knowledge base which helped them to adapt their products, access promotion channels, select market segments and upgrade their technology to suit local markets (Tsang, 2002; Zhang, Henke Jr, and Griffith, 2009).

However, the positive effect of supplier involvement in co-design on product innovation in customer–supplier relationships may decline after it reaches a high level for the following reasons. First, with more supplier involvement, more knowledge is shared between MNE suppliers and customers. However, the heterogeneity of knowledge among these organizations decreased. Accordingly, the information and knowledge benefits of supplier involvement declined, which reduced the insights and idea-generation for new product development. The organizational learning literature suggested that high degree of knowledge sharing can actually limit the number of ideas and competencies available for recombining and generating creative approaches. Empirical evidence also showed that knowledge sharing routines have an inverted-U shape relationship with the generation of creative ideas in customer-supplier relationships (Wang et al., 2008).

In addition, prior literature suggested that firms may become overconfidence and overlook potential opportunities which led to product innovation (Petersen, Pedersen, and Lyles, 2008). Organizational learning theory state that perceptions of past success encouraged complacency or satisfaction with the status quo, and therefore reduced search efforts and incur superstitious learning, ultimately hamper creativity (Zollo, 2005). In the context of China, MNEs suppliers generalized and oversimplify learning experience from one Chinese customer and wrongly apply it to all Chinese markets. Hence, the benefits of knowledge and information sharing from supplier involvement declined, which reduced the idea generation and creativity for product innovation.

Taken together, while supplier involvement in co-design can bring new ideas from other markets and customers, when it reaches a high level, its benefits may decline due to the lack of heterogeneous knowledge and overconfidence. Hence, The influence of knowledge protection on supplier product innovation.

2.3.2 Tailored vendor relationship

Taylor (2004) noted that tailored vendor relationships were arrangements that strived to provide quality products and/ or services where they are needed. Key suppliers increasingly locate their personnel on site at their customer's operations to obtain better forecast information. They also monitored inventory levels for their products, place orders and handle all the expediting and other issues involved in assuring timely product arrival. In many soft goods retail settings; suppliers took responsibility for inventory as well as the floor display and promotion of their product. One participant company had developed an automated approach, involving specialized racks fitted with computerized servers. These racks are located at the customer's

facility. As the product is withdrawn from the rack, the serious measured inventory levels and automatically place an order when the re-order point is reacted.

According to Berkowitz (2004), tailored vendor relationships eliminated layering of suppliers at multiple levels and shifts inventory, inventory management, transportation and personnel costs from the Government to commercial firms. Tailored Relationship Programs take advantage of the experience of commercial vendors, whose profit-based business practices demand-lean inventories and rapid deliveries. They allowed achievement of significant annual savings and revolutionises logistics support of the retail customer. This sort of relationship was extremely costly in terms of installing required technology and also requires stable mutual commitment.

2.3.3 Performance based logistics (PBL)

This was a strategy for system support instead of goods and services; a supplier was paid for a guaranteed level of performance and system capability. The supplier often had to guarantee the performance at lesser costs but had more control over all logistics elements. This performance was usually declared in performance Based Agreements/contracts (Hughes, 2004). In other words, there is a shift in the emphasis from buying and contracting for resources, to buying and contracting for results or readiness levels (Army, 2002). This represents a transition from telling the contractors what to do and how to do it, to telling the contractor what to achieve, and then relying on their knowledge and experience to do it while having the contractual incentives and penalty clauses in place to provide the necessary economic motivation. Each type had proven to be suitable under some conditions, but also had exhibited limitations and drawbacks. Generally speaking, Full function points (FFP) and commercial paper funding facility (CPFF) turned out to be reasonable approaches when uncertainties were low, although the client will never have full assurance of fulfillment of the objectives if there are significant uncertainties associated with the contract. PBL contracts coverage the client and contractor interests, reconciling the wish of the former to ensure fulfillment of performance and support objectives, and the wish of the latter to make a fair profit.

2.4 profitability Performance of organization

The Oxford English Dictionary defined performance as the accomplishment, execution, carrying out and working out of anything ordered or undertaken. This referred to outputs/outcomes (accomplishment), but also states that performance is about doing work, as well as being about the results achieved.

Knowton (1980) defined organizational performance as how efficiently, effectively and timely an organization meets its goals. He further relates performance to profitability and productivity. Druker (1995) defined performance as the balance between all factors of production that would give the greatest output for the smallest effort. He further identified that it's measured in a number of ways; profitability was used to measure economic soundness of the use of factors of production, production volume and hence evaluating the performance of the firm. Agu (1988) defines organizational performance as the ability to serve customers quickly, accurately and promptly within prescribed regulatory provisions and market norms, and backed with asset base, a strong management team and competent workforce. Meyer, 1994 and Braithwaite, 2007 developed a supply chain score card to work as an indicator of an organization's performance. The first step in enhancing supplier performance measurement is to think systematically about the different ways the metrics can be used as part of an overall supplier relationship management system and to define clearly the fundamental purposes of any and all supplier metrics.

Appley (1999) argues that organizational performance was not only a question of addressing effectiveness but it is also about the productivity of the resource that had been employed in pursuing organizational objectives. According to Pandey (1995), organizational performance is influenced by many factors which include organization controls and effective communication both internally and externally, the resource available to the company. A framework for developing supplier scorecards would be illustrated as follows Strategic Value which involved Contribution to product innovation, Contribution to business process, Innovation/improvement, Reduction in supply continuity risk, Contribution to entering new markets, Contribution to corporate social responsibility goals, and Contribution to brand equity. Financial Value which involves Total cost (of acquisition & ownership), Price stability, Cost avoidance, Asset utilization, return on assets, return on investment, Incremental revenue generated, and Incremental profits generated. Hughes, a director of Six of respondents Vantage partners developed a checklist displaying the seven principles for defining and implementing the above supplier metrics as a measurement of performance and these include; measured what was important, not simply what is easy to measure, developed and utilized predictive metrics as well as measures of outcomes, Became comfortable with subjectivity and approximations critical dimensions of measurement (the quality of the working relationship and strategic value) by definition required dealing with individual perceptions and the application of human judgment, Situate metrics in a process that facilitates dialogue internally and with suppliers about how to interpret metrics, about how to improve their performance and about how to improve the quality of supplier relationship collaboratively, not (only) punitively. Use metrics to diagnose what you each did or didn't do to contribute to any problems,

rather than simply to assign blame or decide whether or not apply penalties that is, use metrics to jointly diagnose and solve problems, Shared data with suppliers that shows how they compare to their peers and Define metrics that enable you and your suppliers to assess the value they receive from the relationship in the long run, you cannot succeed at the expense of your supplier and the long run may not be as long as you think.

2.5 Relationship between supplier relationship management and a firm's profitability performance.

According to technomic Asia a Tempkins International Company, 2008, this relationship was summarized using different touch point including quality specifications, forecasting, risk management, security customs and much more Supplier Relationship Management process involved; assessment developed" supplier Alignment Profile Audit all tough points and prioritize opportunities by greatest value and ease of implementation, Team-based continuous improvement of key SRM priorities. Create buyer/supplier teams to analyse specific prioritized touch point opportunities and to implement for value-based results, SRM excellence: institutionalize the SRM process between buyer/supplier. Work with buyer to assure SRM becomes a part of their procurement fibre. The relationship between buyer and supplier creates a supply chain competitive advantage, based on continuous improvement in Supply chain structure organization, Communication, Quality specifications being met, Forecasting and related future demand consistency, Order processing, Packaging and labelling, Transportation planning and execution, Inventory levels and lead times, Payment processing, Security, customers, export compliance and regulatory management, Performance expectations, reporting and measuring, Contract management and conflict resolution, and Risk management.

More accurately, the search for more resources requires the development of public relations with the health sector as a whole. This personal relation requirement was evident in the vague and complicated administrative organizations. The manufacturing system, in general, is vague and complicated, requiring tremendous effort for the promotion of administrative quality. This demonstrates the great importance of supply relationship management and its role in ensuring the quality of logistics services Omar et al (2010) also stated that supply relationship includes the management of products, services, information, and financial

flow from the source of supplies to the manufacture and assembly of the product right to the delivering of the final product to consumers.

The majority of research on supplier relationship is from the traditional manufacturing sector; however, there have been several attempts to examine its applicability in the services sector (e.g. Sengupta, Heiser and Cook 2006). The Manufacturing relationship was composed of three major players at various stages, namely, producers, purchasers, and healthcare providers. Producers include manufacturing companies, Jelly products companies, device manufacturers, and manufacturers of capital equipment and information systems. Purchasers include grouped purchasing organizations (GPOs), manufacturing wholesalers, manufacturing distributors, independent contracted distributors, and product representatives from manufacturers. Providers include industries, systems of industries, integrated delivery networks (JDNs), and alternate site facilities (Toba et al, 2008). Within manufacturing sectors, quality management initiatives have been raised and industries focus on how quality care can be delivered in order to influence outcomes with respect to industry performance and customer satisfaction (Jiang, Friedman and Begun 2006). A developed trend in the healthcare industry is the outsourcing of supply data management to professional supply data service providers (Toba et al, 2008). Although products and service industries have faced serious competitive challenges through their network alliance, a

sustainable competitive advantage of products and service supply chain has not been well examined (Hong et al, 2012). There is increasing evidence that emphasis quality management initiatives and focus on how healthcare quality can be delivered in order to influence outcomes with respect to industry performance and customer satisfaction (Jiang et al. 2006; Toba et al, 2008).

Related Studies

A Study carried out by Goldwine and Chema (1992) on Supply Chain distribution and business performance in Indonesia indicated that supply chain distribution impacts on business performance by a half fold of the demand for commodities. Dobrzykowski et al. (2010) described how the manufacturing delivery supplier relationship is decentralized, in other words, lacking in traditional financial and contractual coordination mechanisms among supplier relationship members. It suggests that partner relationship as a coordinating mechanism capable of influencing a industries' integrative information, resource strategy, and partnership culture leading to integration of the supplier relationship during care delivery. Bozarth et al., (2009) presented four models of the supply chain which is used in (209) factories over seven European countries, the study used four different models of the supplier relationship created by the researchers themselves. The

results showed that the greater the complexity of the supply chain model in the plant reflected negatively on performance, while factories that have used a simple supplier relationship model shown more success in the level of performance.

Fredenall et al. (2009) investigated an internal supplier relationship for perioperative surgical services and attempted to explore reasons for operational failures and productivity loss. They concluded that there were a number of factors including a lack of process standardization, no effective mechanisms for dealing with bottlenecks or quality problems and, finally, that the use of routines improved relational coordination but that even consensus between departments did not sufficiently improve work flows Sinha and Kohnke (2009) presented a macro-perspective of the manufacturing supplier relationship which showed the development of manufacturing was linked to the delivery of care through the interdependence of industries that span new service and product development to delivery organizations. This chain includes such development industries as medical devices, pharmaceutical, biotechnology firms which were connected both directly and through the health care finance industry to the health care delivery sector.

AI-Taher (2008) investigated the ability of the Ministry of Health to provide health services to citizens in Sudan based on its financial resources. Using questionnaire, the study measures the impact of poor performance of health services provided by the Ministry of Health in the state of Khartoum. The study results showed the adequacy of financial resources available to the Ministry of Health in the state of Khartoum to provide health services, the results also showed that weaknesses in the adequacy of financial resources reflected in some of the areas, including: lack of manpower in the delivery of health services, and the weakness of aids and services necessary assistance to provide health services, and weak financial incentives to health care employees.

Shah et al. (2008) used a field approach of study to examine how a particular health care supply chain was able to increase performance by decreasing service time and increasing service quality in a decentralized network of health care providers. They concluded that the use of lean principles can guide process improvement efforts and the emphasis relational based coordination allowed the organizations to dramatically improve the supply chain performance.

Hendricks & Singha! (2005) identified linking factors between weaknesses in the supply chain and operational performance of industrial American companies in Florida. The study results showed that the

return on sales and return on assets occupied the first ranks in the impact on operational performance; the study indicated that companies -suffering from different problems in the supply chain- have suffered from low growth, high operational costs, and low profits. Boyer and Hult (2005) stated that there are important operations, marketing, and information technology components to a service supply chain. These components are critical to whether or not the customer will intent to do more business with the firm. The study identified the keys to customer intent in order to repurchase as product quality, service quality, and e-business quality. The study identified gaps related to context, scope and time. Well as other studies were carried out in different parts of the world, this study was carried out in Rwanda. Sengupta, Heiser and Cook (2006) examined the applicability of supply chain management in the service sector but did not look service delivery and more so in hospitals. Toba et al (2008) studied about stages of healthcare supply and provider of health care.

2.6 Conclusion

SRM helped buyers focus on the fact that it's not how much you source but how well you source. Sourcing well started with building relationships so, mis-communication and frustration are avoided and the greatest value from the relationship can be realized. With the rising uncertainly of today's world, competition had been extended from the company level to the supply chain level. Actually, supply chains competed amongst each other on efficiency, flexibility and robustness to deliver products and services quickly and cost efficiently to their customers. Thus, supply chain partners had to work together towards a common goal for the total supply chain. To manage suppliers, you need to know your entire supply chain and understand the risk of onboarding the wrong vendor. Supplier relationships are part of the procurement process and any gaps in it can cost you because the risk of purchasing from the wrong suppliers is too high for most companies. Although supplier management differs industry to industry and business to business, supplier relationship management follows a particular lifecycle. Knowing that lifecycle and having solutions that support operational needs, justify the spend, and even promote savings will help you achieve operational success and stay competitive.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design, methods applied in data collection, processing, analysis and the problems that were faced by the researcher while executing the study.

3.2 Research design

Both qualitative and quantitative research designs were used to establish the impact of supplier relationship management on the performance of the organization. For qualitative (analytical) design, numbers were used to explain various situations from the data collected. In the case of qualitative (descriptive) design words were used to describe the study findings.

3.3 Participants

3.3.1 Study Population

The target population for the study comprised of top management, operations managers, technicians, drivers, customers, suppliers and store keepers. The investigation took place in a Letz Talk Technologies Limited Uganda company that provides GPS tracking and technology, fleet management, Geo fence, safety and theft recovery plus fuel monitoring. The company employs 65 employees located in Uganda. The company has been a logistics and technology leader in the automotive supply industry for several years. The company was highly suitable for this study as it is a technically orientated organization that depends heavily on the performance, skills, knowledge, and efficiency.

CATEGORY	TARGET POPULATION	PERCENTAGE
Senior Staff	2	4%
Middle Staff	10	19%
Support Staff	40	76%
Total	52	100%

Source. vp

3.3.2 Sampling strategy

The researcher used simple random sampling method in selecting the respondents from whom data was collected during the research exercise.

3.3.3 Sample size

The sample size was randomly selected using the simple random sampling design and sample size of 65 respondents was considered. This was as a result of time constraint and other unforeseen factors. These included the operations Manager, Accountant, Section heads, bindery staff, technicians, Storekeepers, suppliers and Cashier

3.4 Sampling procedure

Because and due to various limitation in research likely to be faced in the study, the researcher selected a representative sample of the population from whom the data is to be collected stratified sampling that was used to create different strata among the population and from each stratum, a sample is to be picked using random sampling technique.

3.5 Source of data

The data was collected from primary and secondary sources. The primary sources provided firsthand information directly from respondents and secondary data from the management.

3.6 Research instruments

3.6.1 Questionnaire method

The researcher designed questionnaires that helped her further collection of data at Letz talk Technologies. Questionnaires were both structured and non-structured. The questionnaires were given to the respondents who filled them and thereafter were collected. The questionnaires focused on the objectives of the study and how they were carried out.

3.6.2 Reliability and Validity

According to Jackson (2009), validity was an indication of how sound your research was. More specifically, validity applied to both the design and the methods of your research. The validity of the questionnaire was determined using construct validity method. Construct validity is the degree to which a test measures an intended hypothetical construct. Researcher determined validity by asking a series of questions, and often looked for the answers in the research of others. Research required dependable measurement. (Nunnally) Measurements were reliable to the extent that they were repeatable and that any random influence which tends to make measurements different from occasion to occasion or circumstance to circumstance was a source of measurement error. (Gay) Reliability was the degree to which a test consistently measured whatever it measured. Errors of measurement that affect reliability were random errors and errors of measurement that affect validity are systematic or constant errors. Test-retest was used to determine the correlation (Cronbach, 1990).

3.7 Data analysis

Data analysis was done after a period of months collecting the edited and coded data from the case study the coded and edited data was analyzed to get meaningful information about the research case study this was done to discover the relationship and strength of the study variable considered by the case study for accuracy of research interpretation. Both quantitative and qualitative techniques were adopted in analyzing the data. Qualitative data referred to the data collected from respondents that cannot be easily presented in numerical forms and the researcher analyzed this typed of data by normal data by normal data processing identifying the responses from respondents that were relevant to the research problem. Mainly such data was analyzed by explaining the facts collected from the case study field under which the researcher was able to quote respondents responses.

3.8 Ethical considerations

The researcher obtained permission from university and faculty of procurement and logistics management of Uganda Christian university as well as Letz Talk Technologies company as the study area to conduct the research. The confidentiality of respondents' opinions or responses were done to ensure safety of the respondents.

3.9 Limitations

The study involved a high and heavy financial expenditure which exceeded the budgeted expenditure.

The time allocated to the study was too limited to allow the researcher to comprehensively exhaust the study. However, the researcher endeavored to satisfactorily conduct the study and have the report in time needed.

The researcher faced difficulties while trying to access the respondents especially the managers that provided the ethical information that can facilitate the study.

The respondents refused to provide all the data requested for and some of the documents requested for were not are availed to the researcher.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction

This chapter presents the research findings that were revealed in the research study and their interpretation as derived from both primary and secondary sources, questionnaires were used to gather information on the impact of supplier relationship management on performance of the organization: A case study of Letz Talk Technologies company. Tables, frequencies and percentages have been used to describe and analyse the findings. The study sought to achieve the following objectives: To establish supplier relationship management practices used by Letz Talk Technologies company. To assess the performance of Letz Talk Technologies company. To establish the relationship between supplier's relationship management practices and performance Letz Talk Technologies company.

DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

This was looked at in terms of gender, position, educational level, working experience and distribution channels

CATEGORY	TARGET POPULATION	PERCENTAGE
Senior Staff	2	4%
Middle Staff	10	19%
Support Staff	40	77%
Total	52	100%

Source; Primary data

From the table above 76% of the respondents were in support staff department, 19% were in middle, 4% were in senior staff department. This implies that the support staff department is holding the highest percentage (76%) and is at the fore front and acts as the mouth piece of Letz Talk Technologies company to both the customers and some of the strategic suppliers.

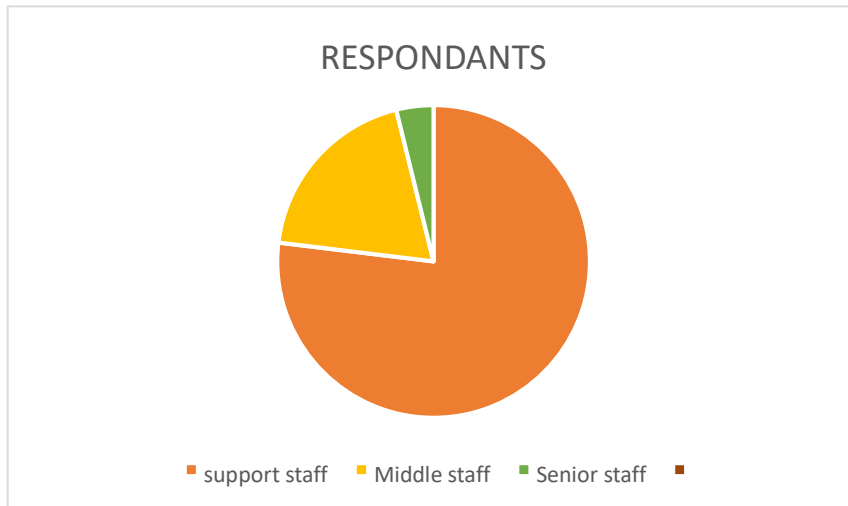
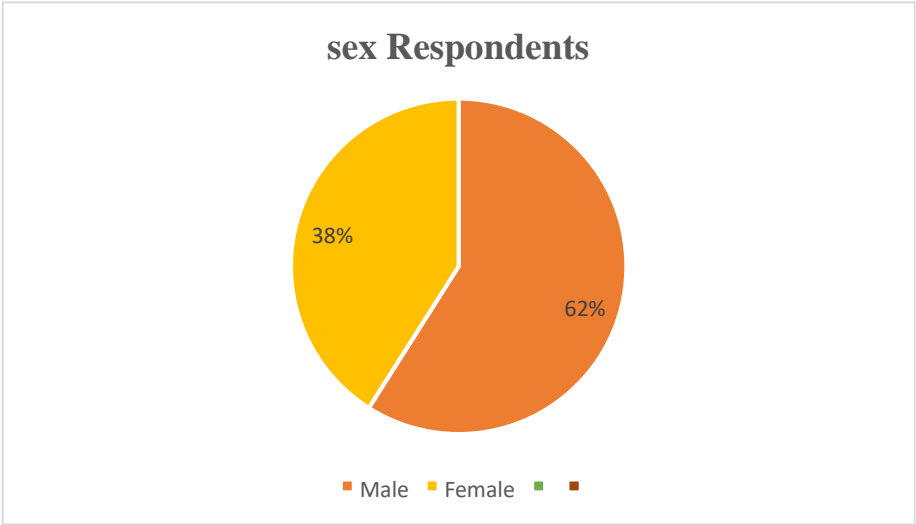


Table 2 Sex respondents

Response	Frequency	Valid Percentage
Female	32	62%
Male	20	38%
Total	52	100



Source: Primary data

From the figure above 62% were male and 38% of the respondents were female this implies that at Letz Talk Technologies company men are mostly employed because much of the work done requires lifting and carrying which is best done by Men.

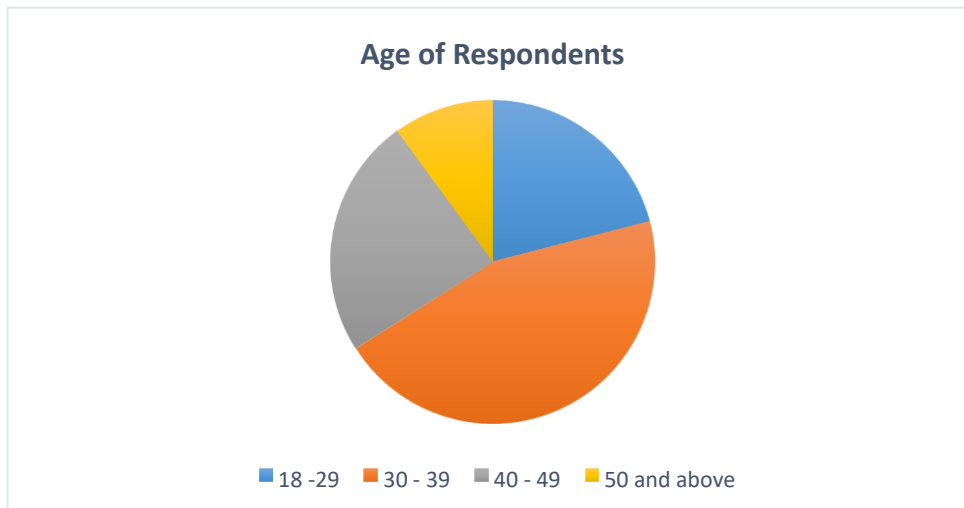
Table 3 Age of respondents

Response	Frequency	Valid Percentage
18 - 29	10	19%
30 - 39	26	50%
40 - 49	12	23%
50 and above	4	8%
Total	42	100%

Source; primary data

From the table above 50% were between 30 to 39years, 23% were between 40 to 49years, 19% of the respondents were between 18 to 29years of age, and 8% were 50years and above. This implies that respondents with the highest percentage (50%) are aged between 30 to 39 years. This shows that many of the

respondents are well knowledgeable about the operations of the company and are very productive which may not be the case with those falling in the other aged brackets.

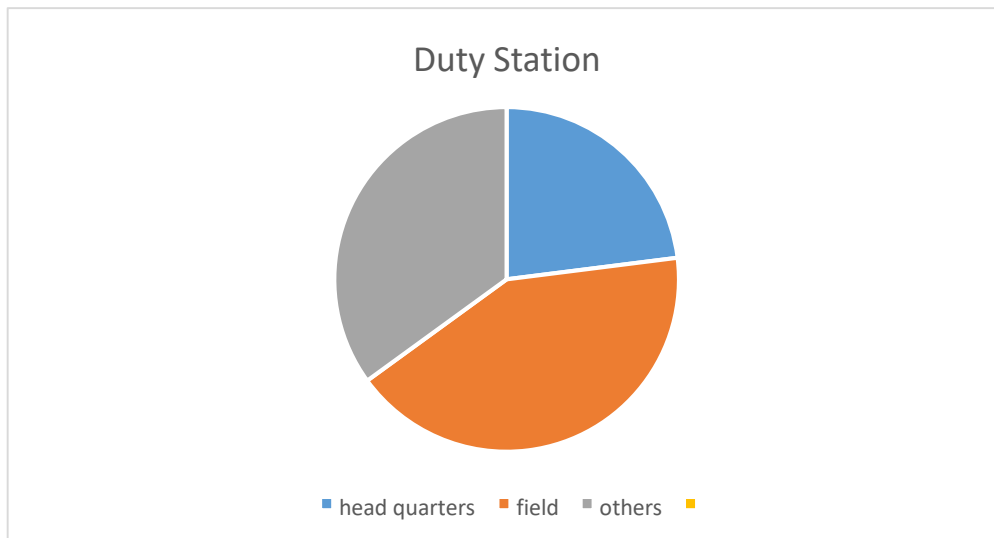


Source; primary data

Table 4 Duty Station at Letz Talk Technologies company

Response	Frequency	Valid percentage
Head quarters	12	23%
Stationed in the field	22	42%
Others	18	35%

Source; primary data



From the table and figure above 42% were field stationed, 35% were between head quarters marketing and supply, 23% of the respondents were stationed at head quarters. This implies that respondents with the highest percentage (42%) are the one with high functionality outside the company and carryout the greatest roles. This shows that many of the respondents are well knowledgeable about the operations of company and are very productive as well the respondents who either had more than one duty or more who fall in the others of 35% this also implies that those respondents strengthen the support systems of the company.

Table 5 Department of the respondents

Response	Frequency	Valid percentage
Top Management	9	17%
Procurement & contracts	12	23%
operations	11	21%
Others(supply, marketing)	20	39%
Total	52	100

From the table 5 above 39% of the respondents were in marketing department and supply, 23% were in procurement and contracts, 21% were in operations department and 17% were in top management. This implies that the marketing department is holding the highest percentage (39%) and is at the fore front and acts as the mouth piece of company to both the customers and some of the strategic suppliers. Furthermore, the researcher also notes that top management respondents who were the minority were not easily approached for information and relevant material for the research, other than the respondents in the departments who are rather complex to deal and associate with, when gathering data from them.

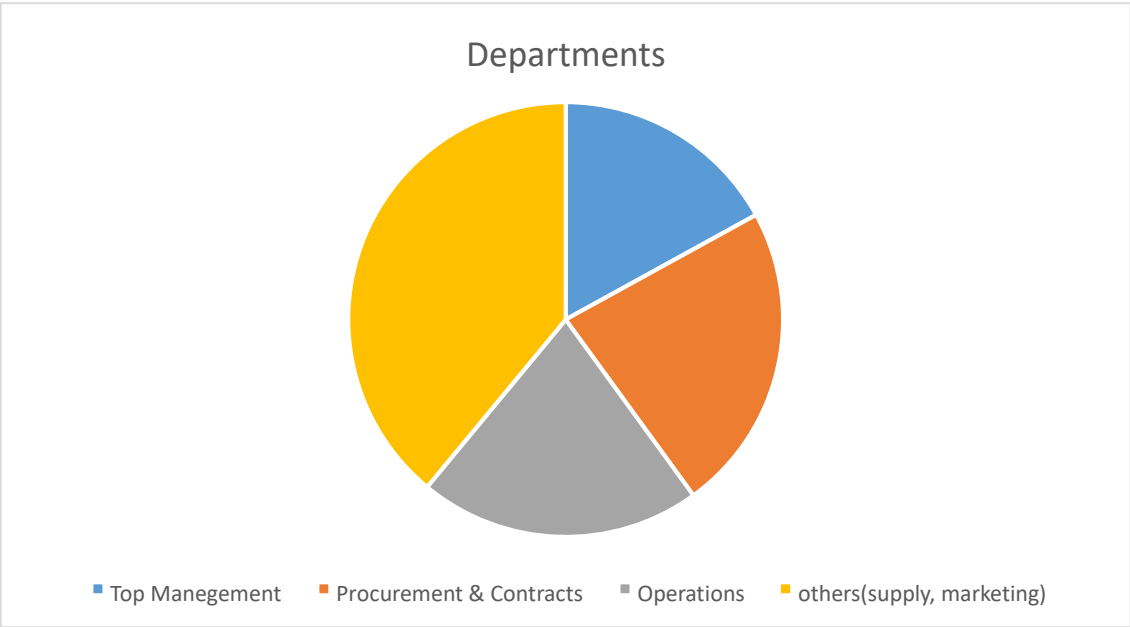
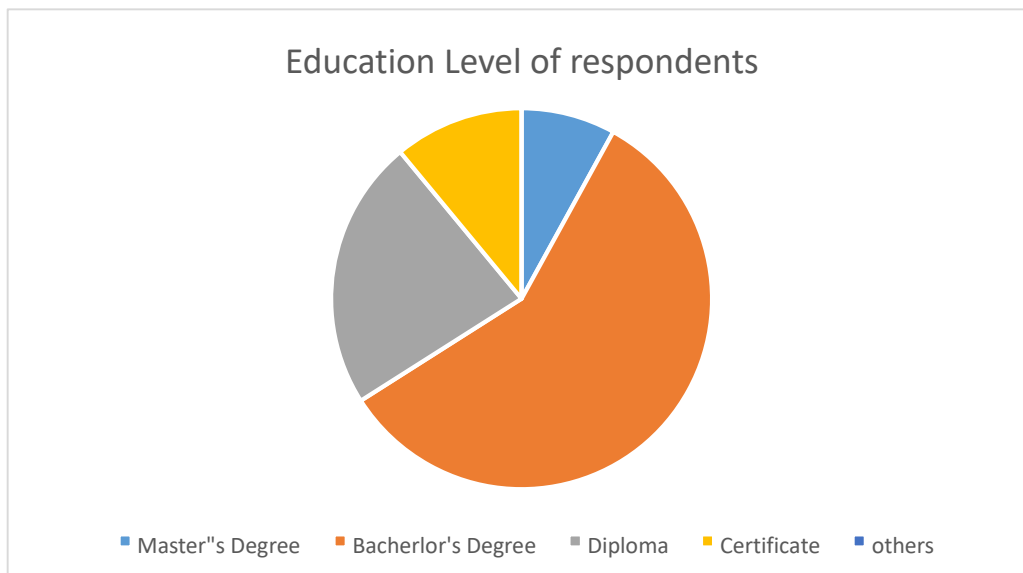


Table 6 education level

Response	Frequency	Valid Percentage
Master’s Degree	4	8%
Bachelor’s Degree	30	58%
Diploma	12	23%
Certificate	6	11%

Others	0	0
Total	52	100

From the table 6 above, the research findings revealed that most of the respondents hold bachelor’s degree according for 58% followed by diploma level of education 12% 8% had attained maters level of education and on 11% had certificates and no respondents hadn’t attained any level of education. Therefore, this holds that a company/ organization look for competent and qualified staff employed to run their day to day activities. Having seen that most of the respondents are educated, it had a positive impact to the research topic in a way that those who were approached by the researcher had relatively sufficient knowledge in helping the researcher to complete the research. Furthermore, the researcher also notes that the low level educated respondents who were the minority were easily approached for information and relevant material for the research, other than the highly educated respondents who are rather complex to deal and associate with, when gathering data from them.



4.2 Supplier relationship management

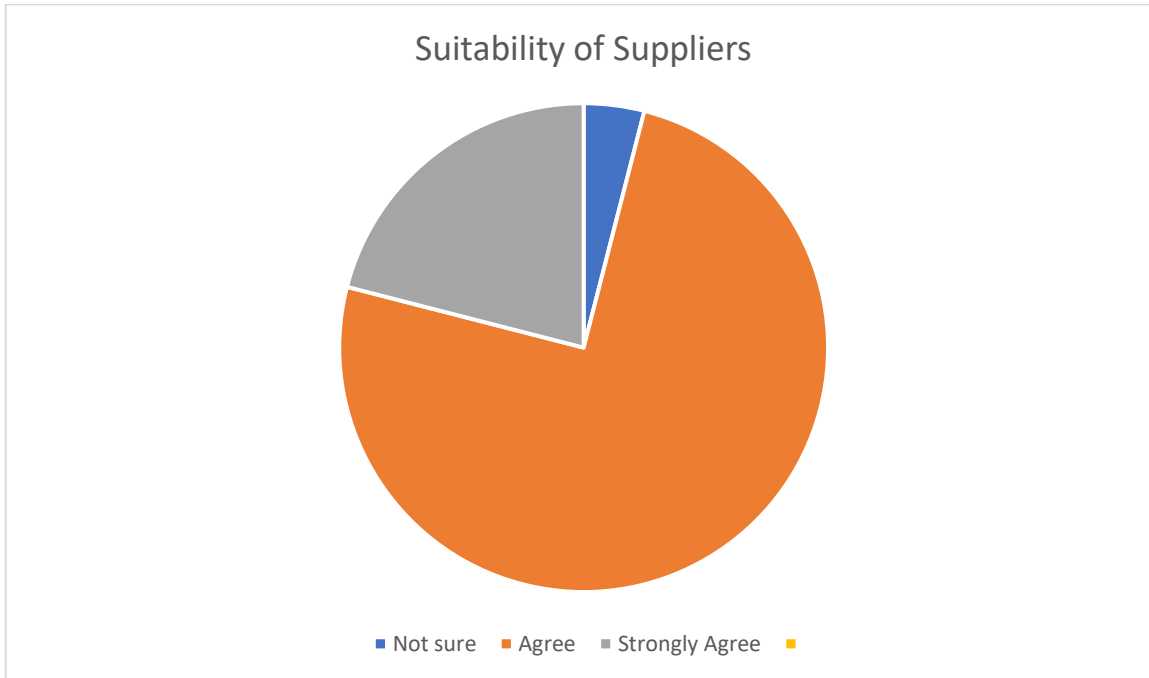
Assessing the suitability of suppliers, the respondents were asked whether Letz Talk Technologies company assesses the suitability of suppliers before contracts are given. The results are indicated in table 4.2 Below

Response		Frequency	Valid Percent
Valid	Not Sure	2	4%
	Agree	39	75%
	Strongly Agree	10	21%
	Total	52	100.0
Missing	System	1	
Total		52	

Source; primary data 2023

According to the table above, majority of the respondents 75% generally agreed that Letz Talk Technologies company assesses the suitability of suppliers before contracts are given. This implies that Letz Talk Technologies company focuses on supplier competency, capacity, commitment, control, cash resources and financial stability, cost, consistency, culture, clean and communication. However, 4% of the respondents were not sure and 1.4% were missing system. On interview about assessing the suitability of a supplier, one of the respondents argued that

Recognition of success of the supplier is important on more than an emotional level. This helps the organization to get high quality performing suppliers thus creating effectiveness and future improvement.



4.3 Availability of frequent visits to supplier facilities and field

The respondents were asked whether there are frequent visits to supplier facilities and field research before supplier pre-qualification. The results are indicated in table 4.3 below:

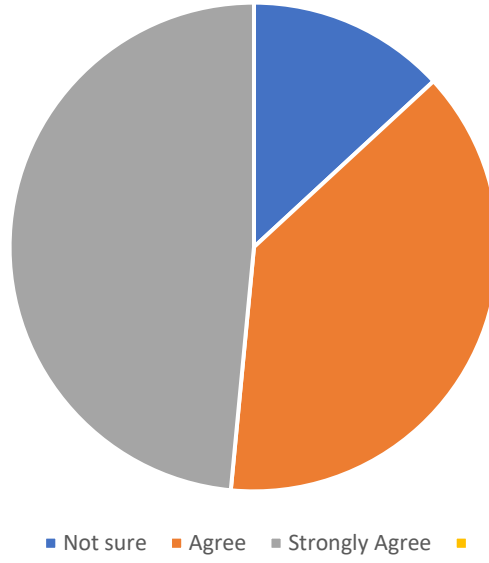
Table 4.3 Letz technologies benchmarks against best practices

		Frequency	Percent	Valid Percent
Valid	Not Sure	7	13%	13%
	Agree	20	38%	38%
	Strongly Agree	25	48%	48%
	Total	52	100.0	100.0

Source; primary data 2023

According to the table above, majority of the respondents 86% generally agreed that lets technologies benchmarks suppliers against best practice. This implies that Letz technologies determines that the supplying organization has the same culture and ambitions as the buying organization. However, 13% of the respondents were not sure. On interview about why Letz technologies benchmarks its suppliers.

Benchmarks against best practices



Source; primary data

4.4 Use of third party appraisal

Third party is a formal business valuation conducted by an individual advisory firm. The respondents were asked whether Letz technologies company uses third party appraisal methods through agencies to appraise their suppliers. The results are indicated in table 4.4 below

Table 4. 4: Letz technologies uses third party appraisal methods through agencies to appraise their suppliers

		Frequency	Valid Percent
Valid	Agree	20	38%
	Strongly Agree	32	62%
	Total	52	100.0

Source; primary data 2023

According to the table above, majority of the respondents 62% generally agreed that the company uses third party appraisal methods through agencies to appraise their suppliers which builds better collaborative opportunity which maintains big companies stay in business longer

4.4 4.5 Supplier evaluation

According to Dobos et al., (2012), supplier evaluation is a management activity with the primary aim of acquiring information to analyze and to manage supplier relationships and supply situations. The respondents were asked whether Supplier evaluation is based on financial, production and human resource capabilities. The results are indicated in table 4.5 below

Table 4.5 supplier evaluation

		Frequency	Valid Percent
Valid	Agree	12	23%
	Strongly Agree	40	77%
	Total	52	100.0

Source; primary data 2023

According to the table above, majority of the respondents 77% generally agreed that Supplier evaluation is based on financial, production and human resource capabilities. This implies that Letz technologies focuses on the overall firm performance and, more particularly, on finished product features such as cost, design, new product development, quality, this helps the company maintain multiple suppliers.

4.6 Assessing supplier’s capability

The respondents were asked whether Letz technologies assesses supplier’s capability in controlling quality of supplies before contracts are given of supplies before contracts are given. The results are indicated in table 4.6 below

Table 4.6 assessing supplier capability

		Frequency	Valid Percent
Valid	Agree	30	58%
	Strongly Agree	22	42%
	Total	52	100.0

Source: primary data 2023

According to the table above, majority of the respondents 100% generally agreed that Letz technologies assesses supplier’s capability in controlling quality of supplies before contracts are given of supplies before contracts are given. This implies that company ensures that suppliers provide documentary evidence to certify their qualifications.

4.7 Involving in evaluating the eligible contractors

The respondents were asked whether the top management in Letz technologies is involved in evaluating the eligible contractors by comparing the shortlisted ones. The results are indicated in table 4.7 below

Table 4. 8: The top management in Letz technologies is involved in evaluating the eligible contractors by comparing the shortlisted Ones

		Frequency	Valid Percent
Valid	Agree	8	15%
	Strongly Agree	44	85%
	Total	52	100.0

Source; primary data

According to the table above, majority of the respondents 100% generally agreed that the top management of Letz technologies is involved in evaluating the eligible contractors by comparing the shortlisted Ones. This implies that Letz technologies is involved in the category of evaluating the suppliers as to their suitability, narrowing the list to the critical few, for effective results Engagement strategies for relationship management with relevantstakeholders would need to be developed early.

4.3 Supplier development

Unsurprisingly this was talked about in all the internal and benchmarking responses as a crucial activity in the SRM process. According to all the respondents, supplier development activities are inevitable since they will improve the supplier performance, help suppliers to reach the companies' requirements, and hence, creating value for both buyers and suppliers together. From the performance results, companies can give feedback to suppliers and develop their performance. Therefore, performance results usually trigger the supplier development activity. Results are indicated in table below.

Response		Frequency	Valid Percent
Valid	Not Sure	2	4%
	Agree	39	75%
	Strongly Agree	10	21%
	Total	52	100.0
Missing	System	1	
Total		52	

Source; primary data 2023

According to the table above, majority of the respondents 75% generally agreed that Letz Talk Technologies company assesses supplier development as they work together. This implies that Letz Talk Technologies company focuses on building and pushing suppliers to do better and focus specializing on services and activities they do best. However, 4% of the respondents were not sure and 1.4% were missing system. On interview about assessing supplier development, one of the respondents emphasized its importance.

Table 4.3:1 Responses on company empowering suppliers financially

Response	Frequency	Valid Percentage
Fixed price incentives	38	95%
Cost plus incentives	2	5%
Total	40	100%

Source: Primary data

From the table above 95% of the respondents noted that the contracts made with these suppliers are fixed price incentives, and 5% noted for cost plus incentives. This implies that contracts made with these suppliers are fixed price incentives since it holds the biggest percentage of respondents (95%) and it safeguards the company's position when it comes to inflation and price fluctuation. In actual arrangement, there is also a 12% that disagrees. This helps the organization to keep its suppliers which eases the process of procuring supplies to Honor customer needs.

Table 4.3: 2Responses on Letz Talk Technologies LTD long term collaboration with suppliers

Response	Frequency	Valid percentage
Strongly agree	35	88%
disagree	5	12%1
Total	40	100%

Source: Primary data

From the table above 88% of the respondents noted that the company is committed to the collaborative arrangements and 12% disagreed. This implies that the company is committed to the collaborating with its suppliers but it was also noted that bureaucracy is hindering its operation.

4.4 Supplier Involvement

Findings regarding supplier involvement of the case company concerning early supplier involvement. Supplier Involvement (ESI) is a form of vertical collaboration between supply chain partners in which the manufacturer involves the supplier at an early stage of the product development process.

Table 4.4:1 Responses on joint planning between case company and suppliers

Response	frequency	Valid percentage
yes	2	5%
no	38	95%
total	40	100%

Source: Primary data

Form the table above it was found out that 88% disagreed that Letz Talk Technologies Ltd does not jointly plan with its suppliers and 12% of the respondents noted that they create alliances and meetings only when necessary which affects innovation.

Table 4.4:2 Responses on involving suppliers in product development

Response	frequency	Valid percentage
Price of Product/Service	24	60%
Quality of product/service	12	30%
Credit policy	4	10%
Total	40	100%

Source: Primary data

From the table above 60% of the respondents noted that Price of Product/Service is a factor where more emphasis is put when identifying suitable supplier, 30% noted for quality product/service, and 10% credit

policy. From the table above it was found out that emphasis is put on price when identifying suitable suppliers since it has the highest percentage (60%) of the total number of respondents.

Table 4.4:3 Responses on case company harnessing the knowledge of its suppliers

Response	frequency	Valid percentage
yes	38	95%
No	2	5%
Total	40	100%

Source: Primary data

From the table above 95% (38) of the respondents noted that the case company strategically utilizes knowledge and insights from its suppliers concerning tracking and specific devices and 5% (2) disagreed. This indicates the majority of the respondents (95%) agreed that the company harnesses available supplier knowledge. This is made possible through collaborative long term supplier relationships.

4.5 To establish the performance of the organization

Findings on the question regarding the performance of organizations that manage supplier relationships were considered and responses noted thereon.

Table 4.5:1 Responses on whether there is a lot of work in progress and better performance based on current technologies.

Response	Frequency	Valid percentage
Strongly agree	30	76%
Agree	8	20%
Not sure	1	2%
Disagree	1	2%
Strongly disagree	0	0%
Total	40	100%

Source: Primary data

From the table above 76% of the respondents strongly agreed that there is a lot of work in progress, 20% agreed, 2% were not sure, and 2% disagreed. Basing on the majority of the respondents (76% + 20%) agreeing, this implies that there is a lot of work in progress (WIP) which is not good for a modern business. Modern inventory management techniques such as Just In Time (JIT) dictate that organizations should limit the amount of inventory in the system at any one time to boost performance.

Table 4.5:2 Responses on damages and losses at Letz Talk Technologies Ltd.

response	frequency	Valid percentage
Strongly agree	20	50%
Agree	12	30%
Not sure	2	5%
Disagree	4	10%
Strongly disagree	2	5%
Total	40	100%

Source: Primary data

From the table above 50% of the respondents strongly agreed that plenty of damages are made at the case company, 30% agreed, 5% were not sure, and 10% disagreed, and 5% strongly disagreed. Basing on the majority of the respondents 24 (50%+30%), this shows that a lot of damages are made at the company and there is need to decrease level of damage within the system in order to improve on profitability thus improving the organization performance.

Table 4.4:3 Responses on profitability level

Response	frequency	Valid percentage
Strongly agree	22	55%
Agree	1	5%
Not sure	2	5%
Disagree	14	35%
Strongly disagree	1	5%
Total	40	100%

Source: Primary data.

From the table above, 55% strongly agreed that strong and strategic supplier relationships increase profitability while others, 35% disagreed, 3% of the respondents strongly disagreed, 5% were not sure and 3% agreed. Since the results in the table show that 50% strongly and 35% disagree, this shows that strategic relationships increase performance and enhance profitability.

. Table 4.5:4 Responses on whether the most devices from suppliers have defects(damages)

Response	frequency	Valid percentage
Strongly agree	0	0%
Agree	0	0%
Not sure	4	10%
Disagree	12	30%
Strongly disagree	24	60%
Total	40	100%

Source: Primary Data.

From the table above, 60% of the respondents strongly disagreed that sometimes devices from suppliers are damaged, 30% disagreed, 10% were not sure and none agreed. With 60% and 30% of the respondents disagreeing, this indicates that Most of the materials got from suppliers are not damaged and are always in good shape and ready for use.

Table 4.5:5 Responses on quality of products and services.

Response	frequency	Valid percentage
-----------------	------------------	-------------------------

Strongly agree	8	20%
Agree	0	0%
Not sure	4	10%
Disagree	16	40%
Strongly disagree	12	30%
Total	40	100%

Source: Primary Data.

From the table above, 40% of the respondents strongly disagreed that Most services and devices from suppliers are of poor quality, 30% strongly disagreed, 20% agreed and 10% were not sure, with the majority of the respondents disagreeing (40% and 30%), this indicates that most devices got from suppliers are not of poor quality which improves the image of Letz Talk Technologies Ltd in the customers point of view.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, conclusion and recommendations of the findings. The summary focuses on the findings in relation to objectives of the study that it intends to achieve. The summary is followed by the conclusion, which is also based on the findings of the study and lastly the recommendations.

5.1 Summary of major findings

5.1.1 To establish different supplier relationship types at Letz Talk Technologies

Findings emphasize risk management is suggested to be taken into account in the supply chain management at Letz Talk Technologies through the various supplier relationships that the company is involved in for example strategic and collaborative relationships. Twelve out of nineteen people from sourcing department said that risk management should be an activity in the SRM process. ‘managing risk’ activity is also included in the process, combined with ‘managing performance’. It was also observed that providing and analysing information for supplier risk management is critical in their company. The interview result from the case company showed that the supplier risk management was not clearly defined yet; hence, it will be beneficial to have this activity structured in the SRM process. Supplier development unsurprisingly was talked about in all the internal and benchmarking interviews as a crucial activity in the SRM process. According to all the interviewees, supplier development activities are inevitable since they will improve the supplier performance, help suppliers to reach the companies’ requirements, and hence, creating value for both buyers and suppliers together. From the performance results, companies can give feedback to suppliers and develop their performance. Therefore, performance results usually trigger the supplier development activity. Respondents support this point and say that performance measurement can provide suppliers feedback to avoid further problems, and stimulate actions of suppliers. Simultaneously, agree that supplier development is a way to improve the performance of suppliers. Also encourage businesses to conduct supplier development activities to improve the current state and further obtain their business goals. There were some inconsistencies but overall, Letz talk technologies has greatly benefited from supplier relationships.

5.1.2 To establish level of supplier and production relationship at Letz Talk Technologies

Findings revealed that there are other services offered apart from Logistics and they included, recovery of stolen equipment, remote software upgrade, remote engine shut off and web hosted platform. Letz Talk

Technologies does not provide for itself all the necessary materials/ services required for the security, much of the devices are sourced from suppliers which include; trackers and GPS devices. The suppliers at the moment include, Ruptela and Teltonika Telematics. Quality is the most dominant factor that is considered when selecting suppliers. However, other factor such as price and credit policy are also considered. Its sourcing strategy is to get the best quality at the lowest price within the shortest lead time, there are particular relationships with the suppliers, and the ones they engage in is the collaborative relationship. The longest serving suppliers of Letz Talk Technologies are Ruptela which supplies them with materials especially GPS devices which is one of the most important material and it's needed for the day to day smooth operations.

Although suppliers are not located on its premises/ contracts made with these suppliers are fixed price incentives/ and Letz Talk Technologies LTD is committed to the contractual arrangements/ though there is need to check bureaucracy which sometimes slows down decision making generally,measuring the relationship is abstract and difficult. The result from the questionnaires and interviews shows similar concern as most were not sure which way was the best to measure a better relationship with suppliers. However, they have indicated that measuring the relationship based on satisfactions of both sides can be an effective way. This idea is supported respondents with a relationship satisfaction model for buyers and suppliers. Letz Talk can apply this model in assessing the status of their relationships. Moreover, it also indicates the benefits of sending supplier satisfaction survey, which is one of the popular responses from the questionnaires and interviews.

5.1.3 To establish relationship between supplier relationship management and business production

Findings revealed that Work in progress at the Letz Talk Technologies LTD is not as a result of Letz Talk Technologies LTD suppliers but rather internal short falls. Devices supplied are in good shape and are of good quality. The study also revealed that Suppliers never send more materials than necessary. Most devices from suppliers are of good quality/ Suppliers take a lot of time in delivering what is ordered for by the Letz Talk Technologies Ltd. There is a delivery lag and late responsiveness that needs to be handled.

5.2 Conclusion

From the above summary of findings based on the objectives! the researcher made the following conclusions;

5.2.1 To assess supplier relationship management

Basing on the findings/ the researcher noted that there are existing relationship between Letz Talk Technologies LTD and its suppliers. Its these supplier relationship types that will helped Letz Technologies LTD to stay in business and also enables it to out compete its competitor within the same business.

5.2.2 To establish level of supplier and production relationship at Letz Talk Technologies

Basing on the findings, the researcher agrees that supplier relationship Management has a direct impact on the Letz Talk Technologies LTD performance. A health relationship enables Group of companies to acquire supplies in time in order to fulfill customers' demands thus boosting customer satisfaction which later replicates in the company's performance.

5.2.3 To establish relationship between supplier relationship management and business production

Given the frequency gotten from respondents, the researcher strongly agrees that there is need for Letz Talk Technologies LTD to work towards improving its relationship with its suppliers. This could be done through improving and clearing the communication channels so that there is free exchange of information thus improving Letz Talk Technologies LTD performance.

5.3 Recommendations

Letz Talk Technologies LTD need to provide for itself with all the necessary materials/ services required for the work such as; GPS devices and machines. Such material can be imported directly by Letz Talk Technologies LTD at a cheaper price thus increasing on its profit base. Letz Talk Technologies LTD need to use other different companies apart from the Teltonika Telematics and Ruptela that supply them with materials so that it can get a chance of having materials at cheap prices. Letz Talk Technologies LTD need to be committed to the contractual arrangements, this can be done by reducing on the bureaucracy which is too much. Letz Talk Technologies LTD need to focus much on stock management to reduce on their work in progress, and also use experienced people to reduce on the damages made at the Letz Talk Technologies LTD. Letz Talk Technologies LTD needs to put stringent controls to avoid over spending of money on materials supplied. There is need to automate the information flow between the suppliers and Letz Talk Technologies LTD.

5.4 Areas for Further research Further research need to be carried out on the impact of total quality management on organizational performance.

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Appendix 1

Questionnaire

Dear Respondent, my name is **NINAH BASEKA** a student of bachelors in Procurement and Logistics management (BPLM) at Uganda Christian University, Mukono, Uganda. I am undertaking research to generate data and information on a topic, “**Examining how supplier relationships affect production and performance, specifically collaborative supplier relationships A case study of Letz talk technologies ltd Uganda**”. You have been selected to participate in this study because the contribution you make to your organization is central to the kind of information required. The information you provide is solely for academic purposes and will be treated with utmost confidentiality.

Kindly spare some of your valuable time to answer these questions by giving your views where necessary or ticking (✓) one of the alternatives given.

Indeed, your name may not be required. Thank you for your time and cooperation.

Instruction: You are kindly asked to fill out this questionnaire appropriately based on an option that is applicable to you.

Part A General Information

1. Name and Title of the respondent (optional)
2. Gender
 - a) Male
 - b) Female
3. Age of respondents **ticking (✓)**
 - a) 18 – 29
 - b) 30 – 39
 - c) 40 – 49
 - d) 50 and above
 - e)
4. Duty station. Please select your duty station from below list below.
 - a) Headquarters

- b) Stationed in the field
- c) Others.....

5. In which of the following departments of Letz talk technologies do you fall?

- a) Top Management
- b) Procurement and contracts management Department
- c) Operations department
- d) Others (specify).....

6. What is your highest level of academic qualification?

- a) Master’s degree
- b) Bachelor’s degree
- c) Diploma
- d) Certificate level
- e) Others (Please Specify)

Part B: Supplier Relationship management

Listed below are the probable Supplier Relationship Management techniques that your company practices. To what extent has your company put in place these techniques? Please rank this information by ticking in the box that corresponds to your opinion/view according to the following scale 1 = **Strongly Disagree**, 2 = **Disagree**, 3 = **Not Sure**, 4 = **Agree**, 5 = **Strongly Agree**

Supplier Appraisal						
No	Statement	1	2	3	4	5
7.	Letz talk technologies assesses the suitability of suppliers before contracts are given					
8.	There are frequent visits to supplier facilities and field research before supplier pre-qualification.					
9.	Letz talk technologies benchmarks suppliers against best practice.					

10	Letz talk technologies uses third party appraisal methods through agencies to appraise their suppliers					
11	Supplier evaluation is based on financial, production and human resource capabilities					
12	The company relies on desk appraisal method using suppliers published and unpublished information to evaluate their past performance					
13	Letz talk technologies assesses supplier's capability in controlling quality of supplies before contracts are given					
14	Letz talk technologies assesses supplier's capability in controlling quantity of supplies before contracts are given					
15	The top management in Letz technologies is involved in evaluating the eligible contractors by comparing the shortlisted Ones					

Part C: Supplier Development

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = **Strongly Disagree**, 2 = **Disagree**, 3 = **Not Sure**, 4 = **Agree**, 5 = **Strongly Agree**.

Supplier Development		1	2	3	4	5
No	Statement					
16.	Letz talk technologies develops their supplier's technological capacity.					

17.	The organization financially empowers their suppliers					
18.	There is collaboration with suppliers in the company for long term relationship					
19.	The company helps suppliers in developing their production capacities					
20.	The company provides legal advice services to the suppliers					
21.	Letz talk technologies organizes training of its suppliers regularly.					
22.	In most aspects of the relationship, the responsibility for getting things done is shared					
23.	Letz talk technologies makes its supply plans for the next seasons together with its suppliers in Uganda					
24.	Periodic supplier audits are undertaken to correct compliance errors in public health facilities					

Part D: Supplier Involvement

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = **Strongly Disagree**, 2 = **Disagree**, 3 = **Not Sure**, 4 = **Agree**, 5 = **Strongly Agree**.

Supplier Involvement		1	2	3	4	5
No	Statement					
25.	Suppliers have helped the organization in preparation of specifications					
26.	There is joint planning and meetings between the company and suppliers					
27.	The company gives careful consideration to the interdependence of its supply chain					
28.	The company involves suppliers in supply chain decisions					
29.	The company employs group approach as a way to Supplier Relationship Management					
30.	Letz talk technologies has got access to suppliers new technologies,					
31.	The company involves the suppliers in product development					
32.	Letz talk technologies harnesses the knowledge of its suppliers					
33.	There is close collaboration between Letz technologies and its suppliers.					

Part E: Performance

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = **Strongly Disagree**, 2 = **Disagree**, 3 = **Not Sure**, 4 = **Agree**, 5 **Strongly Agree**.

Organizational Performance		1	2	3	4	5
No	Statement					
33	Employees of Letz talk technologies are better at performing their work given the current technologies					
34	Employees are more involved in the affairs of running Letz business					
35	There is reduction level of customer service provision at Letz technologies					
36	Our clients are appreciative of the quality of our products					
37	There are no repeat purchases from our clients					
38	There are currently more client defections than ever before.					
39	Our costs are friendly to our clients					
40	There is profitability level improvement in the organization.					

Thank you for your cooperation



SCHOOL OF BUSINESS

1st Aug 2023

TO WHOM IT MAY CONCERN

Name: BASEKA NINAH

Reg. No. J22B12/082

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

“EXAMINING HOW SUPPLIER RELATIONSHIPS AFFECT PRODUCTION AND PERFORMANCE ESPECIALLY COLLABORATIVE SUPPLIER RELATIONSHIPS A CASE STUDY OF LETZTALK TECHNOLOGIES LIMITED UGANDA ”

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

The Uganda Christian University School of Business thanks you in advance



.....
Mukisa Simon Peter
Research coordinator