

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DEPARTMENT OF ECONOMICS



**A SURVEY ON HOW SUPPLIER RELATIONSHIP MANAGEMENT INFLUENCES
SUPPLIER PERFORMANCE. A CASE OF SANDVIK ZIMBABWE.**

BY

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE BACHELOR OF COMMERCE HONORS DEGREE IN
PURCHASING AND SUPPLY OF BINDURA UNIVERSITY OF SCIENCE
EDUCATION FACULTY OF COMMERCE.**

SUBMITTED ON

23 JUNE 2022

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DEGREE TITLE: BACHELOR OF COMMERCE DEGREE IN PURCHASING
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DEDICATION

I Tatenda Chizambwa, dedicate this piece of work to my parents for their unwavering support. You have really played a significant role in moulding my career path and may the Almighty bless you so very much. Special mention also goes to my siblings Mrs Mabika, Nyasha and Gideon for their encouragement and giving me a shoulder to lean on not forgetting my cousin Rutendo.

ABSTRACT

The purpose of the research study was to explore how a survey on how supplier relationship management influences supplier performance. A case of Sandvik Zimbabwe. The objectives of the study were to establish what supplier relationships management is, establish what is Supplier performance, highlight the challenges of Supplier Relationship Management, explore how supplier relationships management influences supplier performance and recommend best Supplier Relationship Management strategies that promotes supplier performance. A survey was conducted on the sample using questionnaires and conducted interviews with top management from Sandvik using a mixed methodology approach. The target population of this research study was 40 employees at Sandvik major sites who work in the supply chain departments. The sample size was 37 and out of this sample, thirty-seven (37) questionnaires were administered with 36 being returned. A response rate of 97.37% was realised from the instruments applied. The survey results were analysed using statistical analysis package SPSS 20.0. Synthesis of the research study consummated that SRM is an organisation wide ideology that requires top management commitment, qualified and competent employee participation in the formulation of customer focused policies and objectives. The study also made clear that an outcome that could be linked to firm performance would be the most appealing to managers. According to the study's findings, segmentation strategies, supplier performance strategies, and SRM governance were the three main supplier relationship management tactics used by businesses in Zimbabwe. The effects of effective supplier relationship management strategies were identified by the researcher as increased market share, customer acquisition, customer satisfaction, and customer profitability, flexibility, improved supplier coordination, improved forecasting, and improved operational performance. Recommendations that were suggested included repositioning of the procurement function on organisational structures, top management commitment, customer focus, employee engagement and developing quality improvement programs that never ends. The author recommended further study should carried out in service and mining industries.

ACKNOWLEDGEMENTS

Firstly, I would like to thank the Almighty God for guiding me through the entire duration of the programme. My sincere gratitude is expressed to my family especially my parents for their precious support through the course of the academic research. Furthermore, I would like to show my appreciation to my supervisor for guidance throughout the study.

Secondly a big shout out to my friends Tinotenda Chimwango and Jabulani Sigauke, thank you so much for the support during my studies. God bless you. Your support is greatly appreciated and you will be remembered endless.

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CHAPTER I

INTRODUCTION

1.0 Introduction

The goal of the study is to ascertain how various SRM metrics, with a focus on supplier performance, can affect a company's ability to compete and survive. It goes over the context and issue that made the study necessary, as well as how important it is to various stakeholders.

1.1 Background of the study

Companies around the world are thinking about creating and keeping strong relationships with their suppliers in order to increase the supplier's performance, which raises the company's performance (Van Weele, 2010). owing to the expense of preserving a relationship, the frequency of purchases, and the transaction value supplier. Given their purchasing habits, it is essential for a buyer to be aware of the supplier's attitude toward them. According to CAPO (2009), the reason for the preceding statement is that the relationship between a buyer and a supplier is based on how they both perceive each other. According to the popular economist supply and demand curve, suppliers prefer to supply at higher prices. Relationships with suppliers are critical for the purchasing department to successfully carry out their function of ensuring an uninterrupted flow of material, proactive procurement plans, and cost reduction.

A firm can maintain various types of relationships on the relationship spectrum, ranging from arm's length to a collaborative relationship. According to Krajic (2003), the availability and frequency with which a product or service is used can influence the supplier relationship that a buyer chooses to maintain. However, how a supplier perceives the buyer can have an impact. According to the World Bank, the global economic crisis that has affected most Asian and European nations, as well as Greece, Venezuela, Ireland, and the Americas, has significantly reduced national economic performance (2016). Products have disappeared from shelves, profit margins have decreased, and as a result, the socioeconomic situation of the average citizen has deteriorated (World Bank 2016).

One such strategic management tool is Supplier Relationship Management (SRM), which aims to improve a company's bottom line by fostering strategic partnerships between buyers and suppliers while putting a strong emphasis on supplier performance (Ford, 2001). The

integration of performance evaluation analysis, performance decision making, supplier incentives, and supplier sanctions is known as supplier performance management (SPM) (Jiang and Bai, 2010). As a result, SPM is the business process that incorporates the tools and techniques for gathering information and disseminating it so that suppliers can be continuously evaluated, ranked, or rated (Trent, 2011). Other companies depend on their suppliers' prompt deliveries, price cuts, and high-quality services to boost profits (Cohen et al., 2008).

The African Development Bank (2014) noted that the same destructive economic performance wave has also affected developing countries in Africa. Like customer relationship management, supplier relationship management (SRM) aims to improve and streamline the procedures between an organization and its suppliers. CRM is designed to improve and streamline the procedures that exist between a business and its clients (Keeble and Zacharia 2012). To maximize the benefits of supplier relationship management, businesses must use supplier performance as a strategic tool to analyse their supply chains and forge alliances that give them an edge over rivals. On the effectiveness of procurement, numerous studies have been done. Suppliers play a significant role in developing a competitive advantage, and their actions have a big impact on organizational performance, according to Vonderembse (1999) and Hsu (2006).

Zimbabwe's economy has been in a crisis for more than ten years, and the country is still struggling and at a crossroads with business activity having sharply decreased, liquidity remaining scarce, and the manufacturing sector at its most fragile. A new competitive environment for organizations has been created as a result of the adverse effects of the current national macroeconomic situation on industry, which has led to significant deindustrialization and informalization of the formal sector (RBZ 2017). The recent Statutory Instruments (S.I.33, S.I.142, S.I.212, and S.I.213) (Government Gazette 2019) have a disastrous effect on business and economics in general, affecting the bottom lines of organizations.

On the other hand, supplier performance has a direct impact on the supply chain's overall quality, so it's crucial to establish an effective mechanism to improve it, speed up its improvement, and guarantee the quality of services and/or products (Jiang and Bai, 2010). By assessing and comparing supplier performance and removing suppliers who don't meet performance standards, businesses can ensure and maintain the best service (Cohen et al., 2008). Relationships between organizations can also be better understood from an agency

perspective (Lassar and Kerr 1996; Rossetti and Choi 2008). Eisenhardt (1989) asserts that the agency theory can be used to explain supplier-buyer interactions and product innovation.

According to DeWitt, the supply chain's hips for Supplier Relationship Management are crucial for supply chain integration (2012). Success in business now depends on building and managing effective relationships at each node or link in the supply chain. The high volatility of the manufacturing sector is a result of swift changes in consumer demand and erratic market trends.

1.3. Statement of the Research Problem

With a wide range of suppliers, Sandvik once had a sizable market share and significant shareholder value in the manufacturing of industrial equipment, but more recently, it has experienced sharp declines in annual turnover, capacity, and profit margins. Numerous contracts have been canceled as a result of disputes between the organization and its suppliers. There have also been frequent inventory stock outs and logistical difficulties. Employees, clients, and shareholders are among the stakeholders whose needs and expectations the organization has not met. Customers have been exposed to expensive, subpar goods that lack after-sales support and some do not have warranties that are honoured. Customers have lost faith in the company's products as a result of the inconsistent supply network. The export market for clients in the Southern African and Democratic Republic of the Congo regions has also been impacted by this. The researcher has therefore suggested that a survey be run to determine how supplier relationship management affects supplier performance.

1.4 Overall Objective of the study

The central purpose of this study is to carry out a survey on how Supplier Relationship Management Influences Supplier Performance.

1.5 Specific Research Objectives.

The specific objectives of the study are:

1. To assess how supplier relationships management influences supplier performance.
2. To establish the challenges encountered in trying to strike a balance between Supplier Relationship Management and good supplier performance.
3. To recommend best Supplier Relationship Management strategies that promotes supplier performance.

1.6 Research Questions

The research questions to the study are:

1. How does supplier relationships management influence supplier performance?
2. What are the challenges are encountered in trying to strike a balance between Supplier Relationship Management and good supplier performance?
3. Which Supplier Relationship Management strategies promotes supplier performance?

1.7. Significance of the Study

Supplier relationship management is essential in supply chains that are competitive. With a better understanding of the implications of each option, top management will be better able to select between various Supplier Relationship Management strategies that encourage supplier performance. The study will be used as a resource by other academics and researchers who want to learn more about supplier performance and supplier relationship management. The research will go even further, assisting various stakeholders in determining whether Supplier Relationship Management strategies promote supplier performance at various supply chain tiers.

The study will benefit various stakeholders in and around Zimbabwe from a socioeconomic standpoint.

i. Manufacturing sector:

The sector suppliers in Zimbabwe will be more aware of and knowledgeable about the impact of supplier relationship management on their performance. There will be a focus on several strategies for overcoming the difficulties involved in implementing supplier relationship management. The study will look into the factors that led to a decrease in customer service levels, as well as industrial opportunities that cross-border manufacturing firms can take advantage of to regain their competitive edge. It will also provide an industrial model that can be used to counter foreign competition in the manufacturing industry.

If applied correctly, it will improve the level of the company's internal procedures and operations, which will boost cooperation, coordination, and collaboration in the supply chain as well as sector competitiveness and profitability. Both effective customer relationship management and efficient customer response (ECR) will be accomplished (CRM). The

research study's findings can also be used to make strategic decisions, that will lessen the bureaucratic decision-making systems and procedures in the industry.

ii. Sector's Clientele Customers:

Upon partial or full implementation of the recommendations, the direct user benefits identified in traditional Cost Benefit Analysis (CBA) will be on efficient time management, operating costs, and safety. Consumers will have more disposable income thanks to an expanded product selection, lower prices, and general operational cost reductions, which they can use to fulfill any desire they may have. The most important economic benefits of supplier relationship management are frequently listed as cost savings. Also contributing to improved supply chain collaboration, coordination, and cooperation, sector competitiveness, and sector profitability are efficient customer response, good customer relationship management, and cost-effective logistics operations. Additionally, various sector players will place a greater emphasis on enhanced competition and strategic decision-making that is customer-centric, giving customers more options. Better customer after-sales services could also be guaranteed as the entire supply chain collaborates, aligns, and coordinates.

iii. SANDVIK

In light of current supply chain practices at SANDVIK in particular and the manufacturing sector in Zimbabwe in general, the research study will offer suggestions for enhancing business performance. This study teaches existing and aspiring Zimbabwean businesses how to plan and enhance their supply chain management procedures in order to enhance their general performance and, consequently, the societal economy. It is believed that the management at SANDVIK Pvt Ltd will find this study to be helpful. Managers may take the study's findings into account to better understand supply chain management procedures. Managers can use the findings to develop strategies or enhance their organization's current supply policies.

iv The Academic Society:

The search study will expand the frontier of knowledge and be used by other researchers tackling open-ended problems. Soft copies will be accessible at the University Library and E-learning portal after receiving university approval. The general public can do the same thing for a small fee, though.

1.8 Delimitation of the research Study

The goal of the research will be on supplier relationship management and how it affects supplier performance, as well as how the two work together to advantage all parties involved in the contract. Furthermore, the study will only entail Sandvik between 2020 and 2022.

1.9 Limitations of the study

Leedy (1980) defined limitations as conditions that are out of the researcher's control. The situations could perhaps restrict the research study's findings and their applicability in other contexts.

Some respondents scoffed at processing out the questionnaires out of fear of the unknown, which exacerbated some challenges for the research. The respondents, however, needed to be reassured that the findings would be kept private and used only for academic purposes.

Because of their busy schedules, the respondents found it challenging to complete the questionnaires. This forced the researcher to abandon the questionnaires and consider giving the respondents seven days to complete them at their convenience.

1.8.1. Research Material:

The researcher used the Internet and e-learning resources for ancillary data gathering because he had limited access to journals and library books.

1.8.2. Financial capacity:

The researcher had limited personal funds because the nature of the study requires a large amount of travel, printing, and research. To use company equipment, stationary, the internet, and the company's facilities to accommodate the research study in exchange for the full report, the researcher would first have to obtain permission from the employer. To pay for the research project, the researcher also had to borrow more money from family and friends.

1.8.3. Limited time:

Due to time constraints, the study prioritized daytime staff members who were then seen as a representative sample rather than surveying every segment of the population. Additionally, the researcher had to get the employer's approval before conducting research during regular business hours or even after hours. To give the research study more time, work was done on the weekends and on holidays.

1.8.4. Privacy and Confidentiality:

As financial statements and information on customer complaints were regarded as company secrets and confidential information, the researcher found it challenging to obtain important data from the company. Nevertheless, the researcher persisted and was able to approximate the numbers and costs and derive meaningful results using data collected from published financial statements of various companies, as well as information obtained from the Confederation of Zimbabwean Industries (CZI), journals, and supply chain magazines from the Southern Africa region.

1.9 Assumptions

This study was based on the supposition that information about the organization and the systems it uses would be made available, and that respondents and participants would cooperate during the research process and provide valuable insights without being subjected to undue pressure, fear, or favours. The operating environment was generally thought to be constant.

Participants in the study were also anticipated to include staff members of Sandvik and other parties involved in the production of mining and industrial equipment. It was also believed that a sample would be representative of the whole population. Additionally, the researcher believed that the tools she would need, like questionnaires and other stationary, would be made available.

1.10 Chapter summary

This chapter covered the study's background, the problem statement, the research objectives, the research questions, the research assumptions, the statement of the proposition, the study's limitations, the study's significance, and the study's delimitation. After giving a thorough introduction to supplier relationship management, the following Chapter 2 (Literature Review) will give a summary of how they affect supplier performance by taking into account the work that other authors and researchers have done on the topic at hand. These writers and researchers will be scrutinized critically.

CHAPTER II

LITERATURE REVIEW

2.1 Introduction

This chapter reviews existing research on supplier relationship management as well as theoretical underpinnings. It also analyses previous studies on supplier relationship management undertaken by academicians and researchers.

2.2 What is Supplier Relationships Management?

2.2.1 Review of Supplier Relationship Management

Modern technological developments have created a global economy with fierce supply chain competition. Due to this, managing positive relationships between supply chain partners through supplier relationship management is now even more crucial. Supply relationship management (SRM) is a methodical approach to evaluating suppliers' contributions to and influence on success, coming up with the strategies to maximize suppliers' performance, and putting these ideas into practice. It determines which activities to pursue with each provider and able to strengthen strong buyer-supplier relationships (Rouse 2017).

Instead of aiming for the biggest short-term advantage in each transaction, suppliers and customers try to work collaborative manner for long-term, mutually beneficial agreements that aim to gain an edge (Shin et al 2000). Contrary to today, historically, buyer-supplier relationships completely lack trust and devotion (Johnston et al 2004). These interactions have changed from being competitive to cooperative, boundary-less organizations, alliances, and partnerships (Kamau, 2013). In order to improve quality, decrease inventory, create just-in-time systems, shorten lead times, and maximize value creation in the supply chain, the majority of organizations' procurement functions are concerned with overseeing these relationships. Some of these functions have even gone as far as to create single source suppliers. It's necessary to maximize bottom-line performance, supply chain flexibility, customer service, and cost competitiveness.

2.2.2 Models that guide Supplier Relationship Management

To start making existing evidence more experimentally verified and valid for the majority, models are used. That's also true in supplier management, as various scholars have indicated.

Narus and Anderson (1990).

The working relationships between distributors and manufacturers were the subject of their research. According to their study, a working partnership is "the degree to which there is mutual recognition and understanding that the success of each firm depends in part on the other firm, and as a result, each firm takes actions so as to provide a coordinated effort focused on jointly satisfying the requirements of the customer marketplace" (Anderson and Narus 1990).

These researchers created a methodology that was meant to be applicable to both the supplier and the customer using social theory as a foundation, conducted interviews with managers, constructed, and tested the model. The level of alternative comparison, relative dependence, and communication were found to be important factors in explaining collaborative partnerships between manufacturers and distributors. Trust, cooperation, and fulfillment that had heretofore been "understudied"—were given huge backing for inclusion in models of channel working relationships. An important implication of their research was that marketers needed to understand the needs and expectations of their partners because they'd be evaluated based on results or achievement units (Anderson and Narus 1990).

Mohr and Spekman (1994)

Mohr and Spekman (1994) defined partnerships as requiring partners to "strive for mutual benefit" in their study. They found that, among other things, communication, commitment, and trust were significant predictors of partnership success. A higher degree of these factors was linked to a higher chance of partnership success (either satisfaction or sales). Based on the partners' assessments of how well the partnership met expectations, satisfaction was an outcome variable. The study found that a result that can be connected to firm performance will be most appealing to managers. The model's ability to distinguish between successful and unsuccessful partnerships was, however, limited. In fact, there are two ways to gauge a partnership's success: through the perseverance or through the accomplishment of shared objectives.

Wilson (1995)

Wilson (1995) suggested that relationships between buyers and sellers go through different stages of development. He suggested that various relationship variables would be more or less meaningful in each phase. The selection of a partner and establishing the goal of the relationship were suggested to be influenced by trust, satisfaction, power, and the degree of comparison of alternatives. Dedication was requisite when the aim was to add value and keep the relationship going. It was also tried to suggest that other constructs could play different roles at various stages of a relationship's life cycle. The study concludes that additional study is required to comprehend and contextualise how sellers and buyers work together to enhance their partnership. The research recommends additional research to learn about how well a group of require a supply can develop into a potent competitive network.

2.3 Types of buyers – supplier relationship.

2.3.1 Transactional relationships

Because neither party is willing to take part in the other's social assistance, this relationship is expressed as an arm's length one. There is very little trust in this relationship, and the buyer and supplier may just work together again. Because neither party decides to invest much time or effort in having reviewed the contract, customarily no significant savings are realized in this relationship (Burt et al. 2013).

2.3.2 Collaborative relationships

This is a win-win circumstance that needs the organization's full backing. A buyer needs the power to bargain with a supplier and come to a win-win arrangement. This is not feasible if executives only want to save money or if employees refuse to give the supplier some responsibility. Because of the open communication that occurs during collaboration, costs are reduced overall, products have Total Quality Management, lead times to market are shortened, and technology and innovation are improved. Due to the friendship-like nature of the relationship and the fact that neither party to the contract is looking to take advantage of the other, supply chain disruptions are significantly reduced. Burt and his associates (2013).

The relationship, however, needs more time and function properly to run smoothly. So rather than engaging in other value-adding activities, buyers should spend their time designed to foster relationships. Additionally, it takes time to build a rapport with the supplier and earn their trust. In the event that there are issues with the supplier, switching costs would increase. Sharing of confidential information, strategies, plans, and objectives is also common, but

parties are reluctant to reveal these aspects to rival companies for fear of losing control. Benton and associates (2005). Collaborative relationships may not have been relevant when a corporation has a certain amount of sway over its suppliers and then when the suppliers hold all the power (Burt et al. 2013).

2.3.3 Alliance relationship

The alliance relationship is the third variety of buyer-supplier relationship that Burt et al. (2013) identified. An alliance encourages methodical methods for enhancing supplier-buyer communication. To build trust between the two businesses and enable level-playing field operations and mutual aid in times of need, an alliance is created. If there is no reason for allowing trust in or managing the alliance, it will fail miserably. Alliance-building has many economic advantages, including the specialization of assets and human capital. This lessens business risks like faulty supplier-buyer communication problems (Burt et al., 2003).

2.4 Other relationship management variables

2.4.1. Trust

A firm's readiness to contract on certain terms it has faith in is referred to as trust (Moorman, Zaltman, and Deshpande, 1992). The requirement of a partner in an exchange is trust, which is based on the partner's knowledge, trustworthiness, but instead sincerity (Ganesan, 1994). In order to create meaningful interactions and long-lasting connections, trust is crucial (Andersen and Kumar, 2006). The degree to which a company believes its exchange partner is sincere and/or charitable, or a variation thereof, is the definition of trust. The definition of trust besides Moorman et al (1992) includes the concepts of credibility and goodness.

While benevolence represents the extent to whom the consumer believes the supplier's intentions and motivating factors are beneficial to the customer even when new conditions exist for which no commitment has been made, credibility reflects the guest's belief that the supplier has the required expertise to perform the job effectively and reliably (Ganesan,1994). On the other hand, serious relationships may not require trust; rather, they may be based on the necessity of having a supplier or distributor (Kumar, 2005). Although trust is crucial at every stage of a partnership, it can only be assessed after a couple has been together long enough to do so. Like performance satisfaction, trust gains importance and becomes more quantifiable.

2.4.2. Communication

The majority of organizational behavior is based on communication procedures, which are essential to the success of organizations (Mohr and Nevin, 1990). In successful relationships, communication quality, information sharing frequency, and involvement in goal-setting and planning are three communication behaviors that have been identified in the relationship literature. Aspects of effective communication include information accuracy, timeliness, sufficiency, and credibility. Participation is the degree to which partners work together on planning and goal-setting. The need for participation in defining roles, responsibilities, and expectations increases when one partner's actions have an effect on the other's ability to compete successfully. Goal-setting and participation in decision-making are crucial components of a successful partnership (Lemke et al 2002).

2.4.3. Commitment

The most common response variable in studies of buyer-seller relationships is commitment (Moorman, Zaltman and Deshpande 1992). Commitment, in the opinion of Hardwick and Ford (1986), is premised on the idea that the relationship will likely bring the partners importance or benefits. Without a doubt, commitment plays a significant role in determining why long a relationship will last. An ongoing desire to preserve a meaningful relationship is referred to as a relationship commitment. Relationship value is the idea that commitment to a relationship only appears to exist when it is considered significant. An enduring desire to maintain the relationship is a sign of a dedicated partner who wants the relationship to last for ever and ever and is prepared to put forth a lot of effort to make that happen (Morgan and Hunt, 1994).

2.4.4. Cooperation

"Similar or identical coordinated actions undertaken by companies in interconnections to achieve mutual or singular outcomes with awaited reciprocation over time" is the definition of cooperation (Anderson and Narus, 1990). The description of cooperation provided above appears to be recognised by Morgan and Hunt (1994), but people go on to broaden it by bringing to light the proactive nature of cooperation as opposed to being required to accept interdependent actions. Cooperative behaviours is created by the reaction of commitment and cooperation and ensures that both parties gain from the partnership, allowing it to function.

What is Supplier performance?

Supplier Performance Management (SPM) incorporates performance decisions, analysis of performance data, and incentives and disciplinary actions for suppliers (Jiang and Bai, 2010).

As a result, SPM is the business method that combines the tools and technologies for gathering information and disseminating it so that suppliers can be continuously evaluated, ranked, or rated (Trent, 2011).

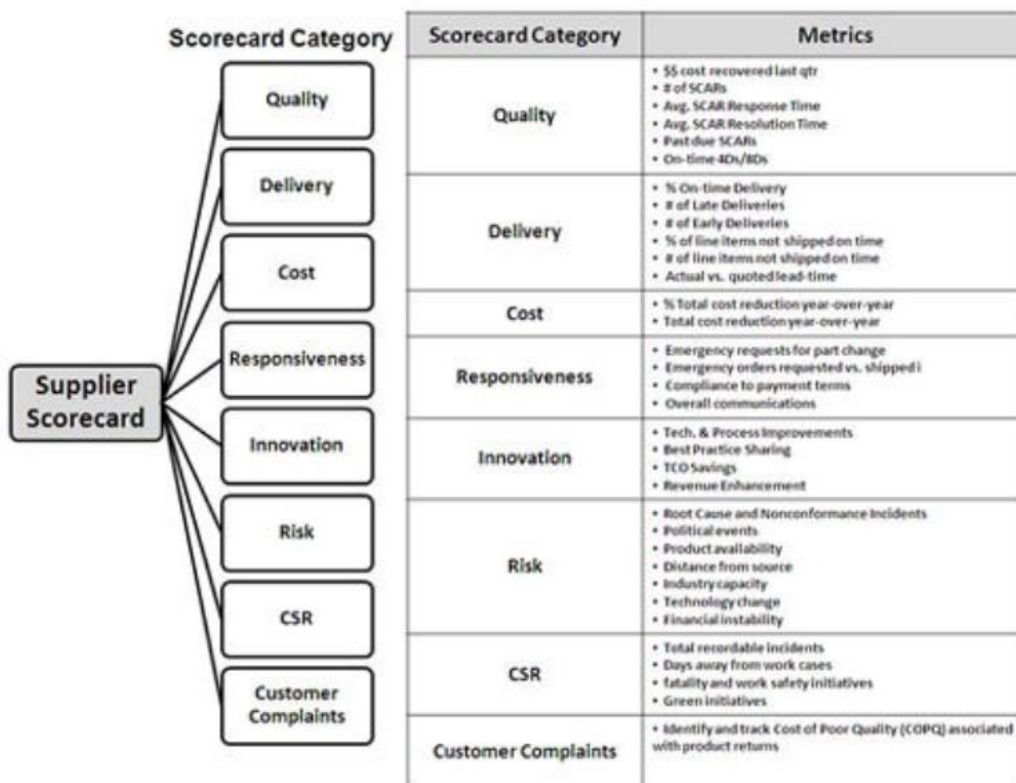
SPM seeks to minimize costs, manage risks, and promote constant improvement whereas the trying to identify potential risks, problems, and root causes in the supply chain so that they can be quickly and amicably resolved to everyone's advantage.

2.5.2 Supplier Performance Management Strategy

Measurement of supplier performance, according to Tan, Kannan, and Handfield (1998), is essential for effective procurement management. A business can focus on strategic suppliers who provide the majority of its goods and address performance issues that have the biggest immediate impact on its operations (Lambert, Emmelhainz and Gardner, 1996). This limited focus is responsible for managing lower rank suppliers or providers of ostensibly non-essential goods and services that can affect a company's performance, customer focus, and cost-cutting efforts (Pi, W. N., and Low, C. (2006).

Additionally, it is extremely important to gather accurate and unbiased data about their performance, which include lead times, quality requirements, pricing compliance, and any other prerequisites outlined in the contract (Powell, 1994; Hervani, Helms, and Sarkis, 2005). Suppliers 're constantly enhancing their performance under contracts (Hervani, Helms, and Sarkis, 2005). Nevertheless, performance monitoring takes time, so the methods and effort should be proportionate to the importance and value of the contract (Jones and Oliver 2006). Effective strategies involve figuring out the best ways to handle the supply base, and various justifications were also appropriate in varying circumstances (Tan, Kannan and Handfield,

1998). to assess how well a company is performing in relation to its targets and goals.



Source: Source: <http://www.sourceoneinc.com/downloads/SRM-Insights-Report.pdf>

Figure 2. 1: Supplier Performance Management Strategy

The metrics can be applied variedly across all platforms for the benefit of all stakeholders in the SRM spectrum.

2.5.3. Performance Measurement

Performance is crucial in supply chain because it affects this same company's ability to provide high quality services, develop innovative products, meet the needs of customers, and generate revenue (Chen and Paulraj, 2011). The way in which an organization performs varies depending as to who is trying to measure it and why.

2.6 What are the challenges faced in adopting Supplier Relationship Management?

Although most businesses struggle to create, implement, and manage these relationships, they are aware of and convinced of the advantages of supplier relationship management. SRM is a challenging exercise because it requires a totally different mindset.

2.6.1. High Costs

The predominance of costs is the greatest hurdle. Even though cost reduction is a crucial component of value creation, placing quite so much emphasis on it dissuades long-term planning. The natural role of procurement in obtaining the lowest prices is highlighted by key performance indicators, which place a strong emphasis on short-term optimisation, encourage unproductive behavior, and work collaboratively with others (Calantone and Vickery, 2010). The short-term concentrate is at odds with value drivers like ICTs and innovative thinking, as well as sustainable development, which consider for a conclusion suggests.

2.6.2 Need for range of skills

Sourcing activities have always been under the control of procurement (Ellram and Liu 2008). Market data, risk and budget control, and negotiation abilities were viewed as essential to success. SRM, nevertheless, calls for entirely different skills like trying to influence, governance, and change management. In the past, buyers appears to lack these abilities or weren't given the qualifications to accumulate them.

2.6.3 Incompatibility of buyer and supplier objectives

The strategic goals of the buyer and supplier being incompatible is the third huge issue. This situation is made worse because the supplier only wants to take advantage of the customer and the trying to purchase company wants to work together (Ellram and Liu 2008). Organizations also may have different characteristics.

2.6.4 Lack of the business executives' support

The biggest obstacle to overcome is also a lack of executive sponsorship. Alignment with corporate goals, adequate resource allocation, and a mandate to change and address issues are all ensured by executive ownership.

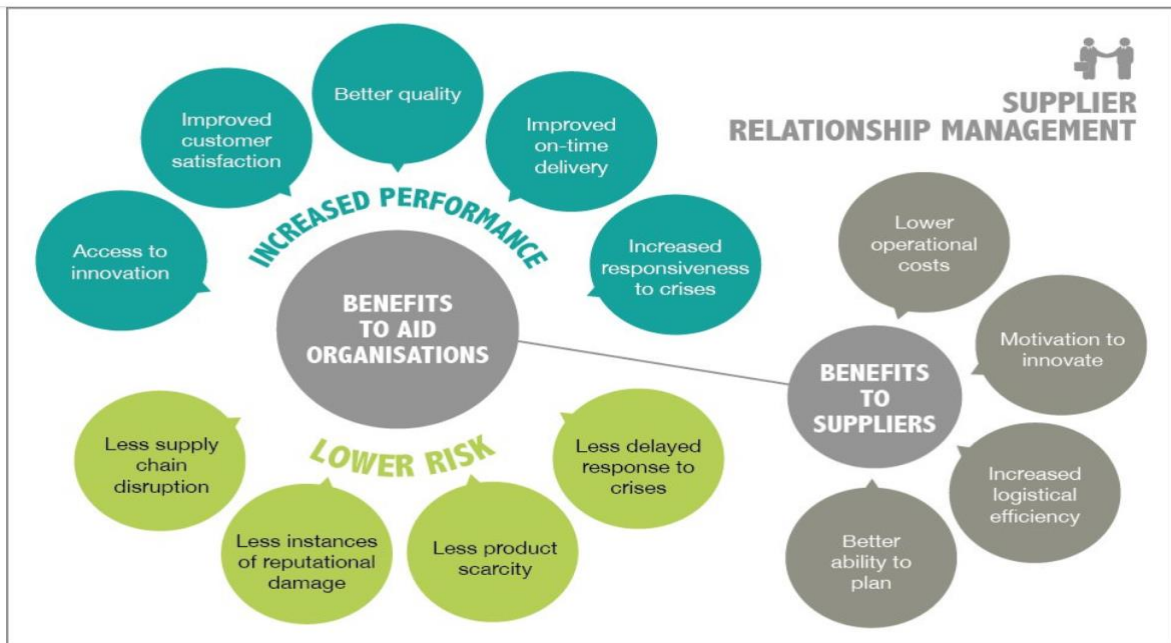
2.6.5 Lack of training

The fact that KPIs are concentrated on operational risks, the absence of training, the absence of a specific SRM strategy and goals, the absence of a unified approach when working with a standard toolkit, and the absence of rigorous strategy implementation are supplemental significant challenges.

2.7. What are the benefits of Supplier Relationship Management?

2.7.1 Benefits of SRM.

The benefits come in various dimensions to both the procuring organisations and the suppliers as depicted by the diagram below.



Source: <http://www.sourceoneinc.com/downloads/SRM-Insights-Report.pdf>

Figure 2. 2: Benefits of SRM.

2.8. How does supplier relationships management influence supplier performance?

Customer base, retaining customers, lead generation, customer satisfaction, customer profitability, and performance drivers are more likely to increase in relationships that are focused just on needs of the customer (product or service attributes, customer relationship, and image and reputation). The end result will be performance improvement across the board for the organization. Examples of actions that may be taken include:

The secret to efficient governance in any organization is appropriate performance standard measure. Some benefits of an efficient measuring performance system.

2.8.1. Enhanced decision making and control

Without having a thorough understanding of an organization's performance, it is impossible to make the right decisions. All levels of the organization can benefit from better decision support thanks to a multidimensional performance measurement framework. This encompasses all selections, from those involving employee performance to those made at the strategic board level (Murby et al 2005).

2.8.2 Aided in strategic planning and goal setting

In their study, Murby et al. (2005) state that the ability to measure performance and progress gives meaning to the process of developing strategic plans and goals. An effective performance measurement system should emphasize the connection between the corporate, management, and operational levels. In this way, decision-making and the actions and controls that result are consistent with strategy.

2.8.3. Improved communication

The understanding and support of staff and stakeholders for strategies and decisions can be increased through participation in goal-setting and results reporting. It also acts as a common tongue for sharing knowledge across departments (Murby et al 2005).

2.8.4. Accountability

Decision-makers have a strong tool for increasing employee and organizational accountability when performance is measured and reported. When results and outputs are compared to a widely recognized standard, these relationships become more obvious. This includes governmental and public accountability for the use of public funds by public sector organizations (Murby et al 2005).

2.8.5. Increase in sales

A supply chain that is market-competitive may be identified by the effective use of its resources, which leads to lower product costs, higher product quality, quicker response times, and, ultimately, a larger market share. Supply chain benchmarking would give a company the chance to become the market leader and boost sales. Benchmarking supply chain performance against industry best practices would offer incentives for further improvement, which would eventually result in higher sales if becoming an industry leader is still a long-term goal.

One of the key benefits of supplier relationship management is co-creation, which helps supply chains become more responsive and competitive. Co-maker ship, as mentioned above, is based on the idea that a traditional organization's supplier contact is characterized by discussion over quality, price, and delivery, as previously stated by Du Plessis et al. (2001). However, through

supplier relationship management, the company and its suppliers discover that their businesses can become much more profitable if they work closely together and implement thorough communication with suppliers, which includes areas of product development, quality, engineering, and logistics.

2.8.6. Increase in coordination with suppliers

Using fewer suppliers, forging close relationships with them, and utilizing e-procurement can all help with supplier coordination. The importance of sharing of information to provider strategic planning is mentioned by Li (2011). Sharing information throughout the supply chain is intended to speed up business responses to shifting customer demands. Gonzalez-Benito (2011) agreed, noting that strong customer relations are crucial for resolving client complaints, fostering the development of some long-term partnerships, and ultimately helping clients meet and satisfy their needs. Therefore, institutions must encourage the creation of planning processes that start taking the needs of customers into account.

Notwithstanding, as according Cousins et al. 2009, a poor supplier selection results in a poor firm performance, which has an adverse effect on the operations of something like the firm because it would fail to reach the needs of the customer or have difficulty doing so, which would affect the relationship between the firm and the customer. Utilizing fewer suppliers enables the creation of supplier relationships that are more fruitful. Close collaboration with suppliers can lead to improvements in new product, process, and changing technology. Examples include founder a new product, working together to shorten the lead time for purchases, and cross-training employees. As a result, it is recognized that the basic values on which good relationships are built are relationship continuity, mutual trust, and each party's willingness to create lucrative company for the other.

These relationships have a big influence on a number of aspects, like lead time, quality, adaptability, and industry standards. Due to greater "control" over the supply chain, this collaborative effort would not only benefit the supplier and the customer but also continue improving supplier co - ordination (Helo and Szekely, 2005). Supply chain management, according to Helo and Szekely (2005), is the discipline of collaborating with suppliers who are extremely important to the organization's success in order to increase the potential value of relationship issues. Establishing mutually beneficial relationships with one of the most strategic partners in the supply chain who can can provide higher levels of competitive and innovation advantage than can be realized by acting independently is the primary objective of supplier management.

2.8.7. Operational performance

Making a substantial source of sustainable competitive advantage for the company to set itself apart from rivals inside the eyes of customers by operating at a lower cost and making a greater profit is a key objective of effective supplier relationship management (Christopher, 1992). How supply management affects a corporation's economic performance was examined by Moser and Wynstra in 2013. In order to ascertain supply strategies which, have an impact on the performance, the factors had been used (Caniato, Luzzini and Ronchi, 2014). Areas of operating efficiency like adaptability, innovation, cost, time, and performance were characterized by these scholars. The study can ascertain whether supplier relationship management is pertinent and has an effect on the company as a result. In this study, the operational performance construct measures to be used are flexibility, shortened production lead times, forecasting, resource planning, cost savings, and decreased inventory levels. The following sections go into more detail about these actions.

2.8.8. Flexibility

The ability of a company to adapt to changes in its business environment is referred to as flexibility, and supplier relationship management practices can enhance this ability. Adapting the "many suppliers" practice could increase flexibility and produce alternative sourcing for procurement by lowering supply chain risks. By encouraging mutual understanding among participants, long-term partnerships with customers and suppliers also help to increase supply chain flexibility (Chang et al., 2005). Holding safety stock and subcontracting may help to lessen the uncertainty in the supply and demand chains by delivering from inventory and/or purchasing resources obtained through subcontracting.

Two of the most popular supplier relationship management techniques used by businesses to give internal capacity flexibility and secure future resources are outsourcing and third-party logistics (3PL). By delivering from stock and/or purchasing resources from subcontractors, holding safety stock and subcontracting can lessen the uncertainty in the supply and demand chains. Two of the most popular supplier relationship management strategies used by businesses to give internal capacity flexibility and reserve resources for core activities are outsourcing and third-party logistics (3PL).

According to Evans and Jukes (2000), integrating suppliers into operational processes entails actions and strategies that support the company's operational processes' simplification, coordination, and standardization. They also suggest that crucial actions like coordinating current practices, consistently excluding waste from collaborative development cycles, knowledge sharing, and process standardization can be taken to achieve coordination.

According to Handfield and Bechtel (2009), there is consensus that a supplier's characteristics have an effect on a firm's performance. Aligning the firm's supply base with its operations is one of the key elements. According to Hald and Ellegard (2011), supply base flexibility is a term used to describe how well a company's major suppliers are able to manufacture and modify. According to Hald and Ellegard (2011), supply base flexibility is used to show the degree to which the firm's key suppliers are able to modify and also manufacture a product while taking into account adapting to delivery changes and accepting volume changes.

Sufian (2010), on the other hand, notes that businesses can ensure the flow and impact of some supply chain factors, such as delivery times, product quality, material quality, material costs, and a firm's profitability, in order to achieve effective supply flexibility using technological information. Byrd and Davidson (2010) assert that information technology significantly affects the efficacy of supplier relationships. They noticed that improved firm performance in terms of return on investment is made possible by the development and application of information technology (ROI). Since supplier relationship management is likely to have an impact on many different aspects of firm performance, the use of a single indicator seems inappropriate (Ellram and Liu 2008), and this study is attempting to fill that gap.

2.8.9. Improved forecasting

The much more crucial element in the management of the supply chain is forecasting accuracy. It is also the culmination of the efforts of numerous resources, such as the provision of raw materials, manufacturing, production scheduling, as well as forecasting of customer demand. Wickramatillake et al. (2006) used the base - line forecast to take into account the significant project milestones in terms of determining how well the supply chain performed in terms of achieving delivery goals. It is anticipated that closer cooperation with customers and suppliers will enable information to be shared and subsequently fed into demand forecasts to increase prediction performance. The company will be able to produce the order with more assurance thanks to this forecast.

According to Cooper (2009), effective communication between suppliers and businesses that may employ various business practices and terminology is made possible by the fact that supplier relationship management practices include both business practices and software as part of the information flow component. As a result, processes for acquiring goods and services, processing materials, and managing inventory are made more effective through the use of supplier relationship management. According to Ansari (2010), using supplier relationship management software produces lower-priced final products with higher quality at lower production costs.

In order to create competitive products, the organizations can successfully utilize the capabilities and technology of the supplier when the supplier participates in product development. It really is noted that operational activities can be planned in advance through joint planning to decrease inventory, improve product quality, streamlined production, and shorten lead times.

2.10. Which Supplier Relationship Management strategies promotes supplier performance?

2.10.1. Strategies for Supplier Relationship Management.

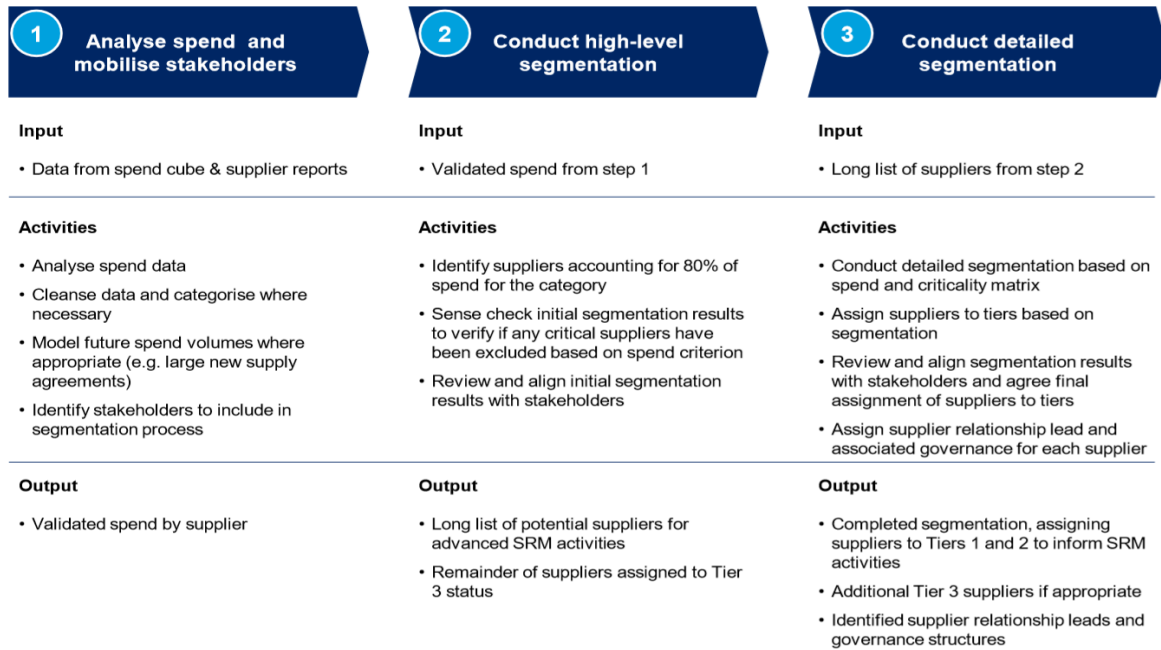
According to Zimmermann et al., strategies like supplier segmentation, SRM governance, supplier performance management, and supplier development are used to manage supplier relations (2015). In order to identify the important suppliers with whom to engage in SRM, supplier segmentation involves classifying suppliers based on a predetermined set of criteria (Chopra and Meindl 2013). Unlocking the value of SRM, especially for strategic suppliers, requires the implementation of operational SRM governance (Lysons and Farrington 2006). Establishing and maintaining operational measures that have been mutually agreed upon with suppliers is part of performance management (Carter, P. L., Monczka, R. M., and Mosconi, T., 2005).

2.10.2. Supplier Segmentation Strategy

Fragmentation offers a standardized terminology and framework for identifying different supplier relationship types. Different suppliers have different needs and advantages in terms of concentration. The categorization results establish the appropriate level of supplier management effort and resource based on the type of relationship. Based on the segmentation results, ownership of supplier management activities will be distributed among various departments within the purchasing organization. The outcomes of segmentation also determine what business stakeholders and procurement expect from supplier relationship management initiatives. Segmentation identifies suppliers where assertive performance and innovation leadership will add value rather than just concentrating on reactive performance management and teamwork.

In good enough condition to become a customer of choice, a supplier must be ready to focus resources, develop relationships, and improve the performance.

There are 3 main steps to supplier segmentation as shown by the figure below:



Source: http://www.Srm_guidelines_0.pdf/guidelines for NSWSP practitioners

Figure 2. 3: Steps to supplier segmentation

The other way to choose which suppliers to engage in SRM and SPM is by the use of a basic supplier segmentation process that assesses suppliers based on spend and risk as depicted below:



Source: [http://: www. Srm_guidelines_0.pdf/guidelines](http://www.Srm_guidelines_0.pdf/guidelines) for NSW practitioners

Figure 2. 4: supplier segmentation process

The process of grouping the important suppliers with whom to conduct SRM based on distinct and well-established benchmarks is known as supplier segmentation (Bensaou, 2003). Because not all suppliers require the same level of attention, organizations focus their time, resources, and efforts on a select few strategic suppliers (Leenders, 1995).

Organizations frequently use transactional suppliers for basic supplies, but they do not significantly benefit the organization (Krause, 2003). According to Lambert (2003), transitional suppliers meet a variety of important and fundamental supply needs. This is a passive relationship that typically causes a number of associations to form across the organization (Harrison, 2001; Moorman, Zaltman and Deshpande, 1993; Shore, 2003). According to Tyndall (1998), collaborative suppliers are highly visible to the firm and frequently used, but they cannot provide an exciting or exceptional value proposition.

2.10.3. Entity and Governance

The organisational structures of suppliers who collaborate to deliver value proposition become a relevant and important determinant when the importance of individual suppliers is determined by supplier stratification. The institution's next step is to organize different suppliers according to their level of training and expertise, which is necessary to specify and oversee the regular operations of the entity's members who supply it (Mohr and Spekman, 1994; McCue and Johnson, 2010; CIPS, 2012). Because responsibilities and roles are specified in the procurement process for value addition, well-structured suppliers are simpler for the entity to oversee and control. In order to make supply chain management for the entity repeatable, transparent, order-managing, and consistent, such a project creates a formalized governance model.

There is now a proven supply chain democratic accountability procedure: Dates, participant lists, and the agendas for the primary supplier relationship feedback sessions; review templates for stakeholder relationships; Submittals illustrating the day-to-day management of suppliers while they are under contract, including triggers and escalation paths for supplier problem resolution, contract management, financial management, and problem solving (Fawcett et al, 2007; McCue and Johnson, 2010).

2.10.4. Scale and Development of the Supplier

Retaining suppliers improves operational procedures by reducing the introduction of new service designs to achieve organizational goals and vision (McCue and Johnson, 2010). This process involves creating new services of operation for purchasing organizations that support the organizations using SRM, leading to improved supply chain performance (Baily 2008). Continually upholding a trustworthy relationship with suppliers will shield a company from issues with quality, boost productivity, and ultimately improve performance (Liker and Choi, 2004). All organizations, whether commercial or humanitarian, must adhere to this (Choy, Lee and Lo, 2002). As a result of being integrated into the organization, the supplier will continue to think about it (Zimmermann, et al 2015).

By sharing information, monitoring supplier performance, and utilizing information technology in supply chain management, businesses are required to establish and maintain long-term relationships with their suppliers (Lysons and Gilligham, 2003).

The ability of the procurement function to control organizational spending is necessary for the process to be realized (Choy, Lee and Lo, 2002). These relationships are typically highlighted along the benchmarks of expenditure and business criticality (Zimmermann, et al 2015).

2.11 Chapter Summary

This chapter covered literature review, theoretical framework and uncovered the research gap.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

This chapter's objective is to outline the research methodology that was employed to address the issues raised in Chapter 1's elements, which included a proposal to conduct a survey on how supplier relationship management affects performance of the supplier at Sandvik Zimbabwe. This chapter outlines the research design and the tools that were used, as well as the methodology of the study. The population is defined precisely, and methods for sampling and gathering data are discussed. The research design had an impact on how data was gathered, assembled, and analyzed. Determining the association between, Neuman is the ultimate goal of research methodology (2004). The process of collecting and analysing data to produce knowledge is known as the research method (Lincoln, 2010).

3.2 Research design

The research implemented a mix of methodologies. To help with the provision of pertinent details and justifications, a descriptive cross-sectional survey was conducted. The mixed method approach was used because it offers various perspectives that typically work best together to produce the most insightful results (Cresswell, 2013, Voght et al 2012). This involved assessing elements like relationship marketing, customer relationship management, and the effect of a customer retention strategy. A descriptive cross-sectional research design was used to better understand the research area. As a direct consequence, the research had a descriptive goal and came to conclusions that addressed the study's questions.

3.3 Population and Sample

3.3.1 Population

The target audience for this study was selected from Sandvik Zimbabwe Pvt Ltd.'s departments, which would include stores and handling, top shop flow employees, purchasing, finance, operations, and manufacturing. The target group was selected because it has both direct and indirect relationships with supplier relationship management. A brief description of the population under study can be provided in Table 3.1.

Table 3. 1: Population of the Study

Department	Company position	Population
Overall	General Manager	1
Accounting department	Finance manager	1
	Assistant finance manager	1
	Accountants	2
	Accounts clerks	5
Purchasing department	Purchasing officer	1
	Purchasing manager	1
Production and Operations department	Production managers	5
	Quality Managers	11
Stores and Handling	Stores managers	3
	Stores officer	1
All departments	shop floor workers	21

(Source fieldwork, 2022)

3.4. Sampling Procedure

3.4.1. Sample size

The participants in this study came from Sandvik Zimbabwe Pvt Ltd. departments such as purchasing, finance, operations, and production, as well as stores and handling, which included top shop flow workers. The audience was chosen because they are both indirectly and directly related to supplier relationship management. Table 3.1 summarizes the population under investigation.

3.4.1.2. Justification of sample size

The sample size for this research is 88 percent, demonstrating a fair representation of the population. Wegner (2008) claims that a sample size should still be greater than 50% in order to draw that conclusion. The higher-level sample included 21 shop floor workers, a general manager, a purchasing manager, a finance manager, two accountants, five production managers, three store managers, eleven quality managers, and their assistants. Out of a total of forty-five workers, forty were included in the random selection sample.

3.4.2. Sampling techniques used

Stratified sampling

The researcher was able to divide the Sandvik Zimbabwe Pvt (Ltd) population in and out of four groups using the stratified sampling technique: stores and handling, purchasing, production and operations, and accounting. These divisions assisted in assembling the data required for meaningful conclusion.

By choosing participants from the housing association list, stratified sampling ensures that the various departments are fairly represented in the sample, generates results that are objective and accurate, and frequently produces data that is more representative of the entire population.

3.5. Research Instruments

3.5.1 Interview Guide

To dig deeper into the data, unstructured interviews were used. The researcher used semi-structured interviews with a set of questions and subject matter that varied from interview to interview (Mark Saunders, 2009). As a result, the interview was semi-structured because the researcher gave the nine (9) interviewees freedom to respond to the research questions. The researcher was not too strict with the questions posed, but rather appreciated the variety of the respondents' responses.

The semi-structured and unstructured Interview Guide Questions were used to interview the nine (9) interviewees or respondents. Due to the respondents' busy schedules, the interviews were conducted via email because the interview could be conducted via email, while a few were conducted face-to-face.

The interview questions were emailed to Sandvik Zimbabwe staff members in English. The interview was conducted over a two-week period to allow respondents enough time to respond to the research questions.

3.5.2. Questionnaire

The researcher chose the Questionnaires because they were relatively easy to analyse, the large sample of population could be contacted at relatively low cost. Open ended and closed questions were asked with some requiring the participants to use a Likert Scale in answering the questionnaire. These were simple to administer with a format that was familiar to most respondents who were literate top management. Even though they are convenient and simple for respondents to answer, they give the researcher the faster constructive criticism that is usually required due to time constraints, information gathered from the industry needed to be presented in a standardized way, questionnaires proved to be simple to analyze and use for sensitive topics about which respondents felt uneasy speaking to an interviewer, and respondents had time to think about their answers since they're not typically required.

3.6 Data Collection Procedure

Data collection was done following a two-step procedure that required the researcher to make appointments with respondents, distributed and administered instruments to participants. Permission to conduct the research was sought from the respective respondents chosen at random. After obtaining authority, questionnaires were distributed to all respondents. In the subsequent chapter 4, various techniques were applied for data analysis and presentation. In order to fully analyze and present data in a way that is simple to notice, read, understand, and apply in the day-to-day operation of the business, the researcher used both statistical and non-statistical methods, deductive reasoning, inductive reasoning, and contextual meanings. This was done through a variety of tabulations, graphs, trend analyses, narrations, and descriptions using Microsoft Excel after the data had been gathered and coded. The information was arranged and examined in a way that addressed the Chapter One research questions. The participant had the opportunity to ask the researcher questions about the questionnaire's questions. All respondents were subjected to interviews following some appointments. The questionnaire consisted of common questions for respondents. The questionnaires were filled with degree of confidentiality, anonymity and returned to the researcher.

3.7 Reliability and Validity

3.7.1 Reliability

Before the structured interviews begin, their content was pre-tested with management consultants, practitioners, and academic experts. Minor alterations will be made as a result of this pre-test. A pilot study was conducted at the head offices in Harare of the manufacturing companies under study. To ensure that the data that was obtained can be said to be reliable a pilot study was performed on the questionnaires used as well as the interviews before the individuals gave their responses.

3.7.2 Validity

The term "validity" describes how appropriate a tool is to examine the situation being studied (Pratt, 2004). A pilot study, according to (Smith 2012), has a document that describes how a study is conducted, including the various questions that are asked to help with administering the study population that is targeted and the intended respondents of the questions. As a result, the pilot study served as a control to evaluate the validity and validity of the research instrument that were chosen.

3.8 Data presentation and analysis

The researcher had to first prepare the data for analysis by going over the filled-out questionnaires to look for errors. This was followed by intensive use of tabulation, which simply involved arranging the data in a tabular format. To present the information, the researcher used tables, graphs, and charts. The researcher used visual displays because they made it easier to summarize and explain the significance of the data. A pie chart was used. This circular graph, which is broken up into professions to illustrate relative magnitude or frequency range, can then be used to make comparisons because of this.

The bar chart was also included. This is a chart with rectangular bars with lengths proportional to the values or frequencies they represent and it is effective in comparing groups of data. Simple tabulation would be done where the researcher would count the number of responses to a question and place them in a table. The researcher made use of percentage calculations to make it easier to interpret data, a given percentage out of total population sample. If it is presented in percentages, even the uneducated category can easily deduce the meaning of the results.

In analysing data, the researcher made use of the Excel (Microsoft package 2016) and the IBM's SPSS v 20.0. The analysis put forward and the discussion thereof focused on consistence of the study with research findings of other previous researchers through comparing results with previous other researchers as described in the literature reviewed section of this document.

3.9 Ethical considerations

The researcher observed ethical consideration that include, the researcher did respect for the dignity of research participants and full consent was obtained from participants prior to the research. All participants answered assurances that the answers they provided to the questions posed to them would only be used in the cycles of academic knowledge and that their opinions and comments would remain anonymous and confidential. The researcher instilled confidence of the respondents by not requesting any and individual names of respondents during completion of questionnaires. Any form deception or exaggeration about the aims and objectives of the research was avoided and also any type of the communication in relation to the research study was with honesty and transparency, (Saunders, 2009).

The ethical considerations that the researcher put into consideration are that the researcher did not subject the participants to harm in any ways whatsoever, the researcher did respect for the dignity of research participants, full consent was obtained from the participants prior to the study, the protection of the privacy of research participants was also ensured (Saunders, 2009), adequate level of confidentiality of the research data was ensured, anonymity of individuals participating in the research was also ensured, any deception or exaggeration about the aims and objectives of the research was avoided, affiliations in any forms, sources of funding, as well as any possible conflicts of interests were declared, any type of communication in relation to the research was with honesty and transparency and any type of misleading information, as well as representation of primary data findings, (Pratt, 2004).

3.10 Chapter summary

This chapter showed the research design, research approach, the data sources used in collecting information for the success of the research undertaking. The chapter explored the sampling procedure showing how a synergy of probability and non-probability sampling techniques were used. Data collection methods included primary sources of data in which questionnaire were explained and justified clearly. The way the question was administered was outlined. Secondary sources of data such as the financial statements of Sandvik Zimbabwe Private Ltd

were also included in the research methodology. It concludes with a preview of data presentation and analysis procedures to be dwelt on in the next chapter.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

In part of the research, analyses and discusses of results were presented a found. This chapter also aimed to accomplish the objectives of the study.

4.1. Demographic Profile of the Respondents

4.1.1. Gender of Respondents

In respect of the questionnaires administered the respondents are composed of males and females. An analysis of the research results shows that majority of the respondents 65.7% are Males, whereas only 34.3% belong to the females group. Table 4.1 tabulates the composition.

Table 4. 1 Gender of Respondents (n=35)

GENDER	FREQUENCY	PERCENT	VALID PERCENT	CUMULATIVE PERCENT
MALE	23	65.7	65.7	65.7
FEMALE	12	34.3	34.3	100.0
TOTAL	35	100.0	100.0	

Source: Primary Data, (2022)

4.1.2. Age Group of Respondents

The research results portray that most of the respondents are in the 26 to 35 age group representing 57.14% of the total respondents. This could be due to the fact that they are the most productive age group of any given society. This is followed by the 36 to 50 years group which is accounting for 31.43% of the total. This could be attributed to their vast work experience in the pharmaceutical sector than all other age groups. The 18 to 25 years age group followed with a corresponding 11.43% representation of the total respondents. This may have been attributed to the fact that the 18 to 25years group could be recent graduates who have the knowledge of SRM and SPM but lack the work experience than all the other age groups. This analysis is exhibited by Figure 4.1.

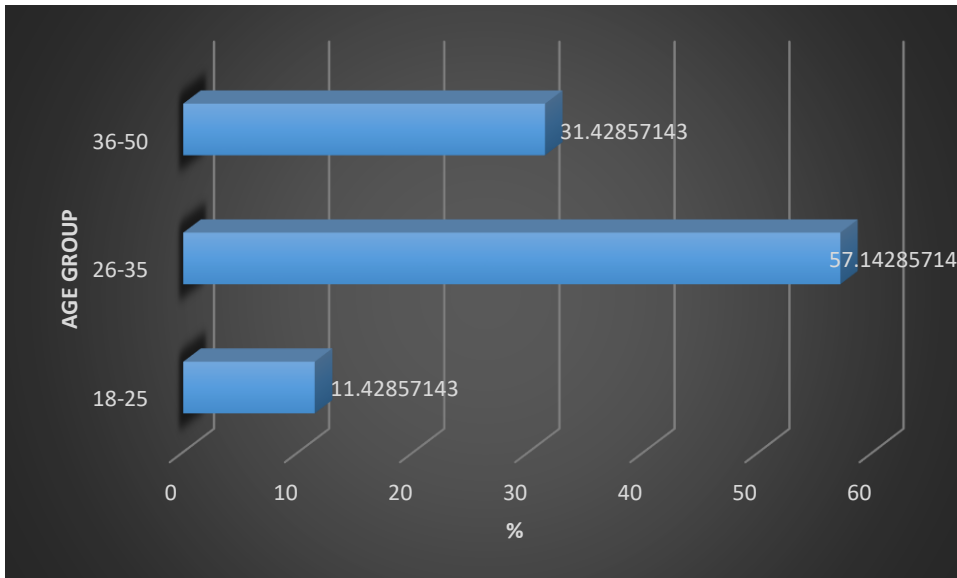


Figure 4. 1: Age Group of Respondents (n=35)

Source: Primary Data, (2022)

4.1.3. Highest Qualification of Respondents.

Based on the research study’s results all the respondents are literate and have some level of education that they have attained at the time of responding to the questionnaires. The lowest being Ordinary level having 3% of the total respondents, followed by Advanced level, which has a 5% representation. Respondents with undergraduate degrees constitutes the highest with 63% whilst those with Postgraduate Degree have 23%. Those with other qualifications such as Certificates and Diplomas constituted 6%. This knowledge helps in validating the responses given by the respondents and helps in assuring quality of data to be collected. These results are illustrated by Figure 4.2.

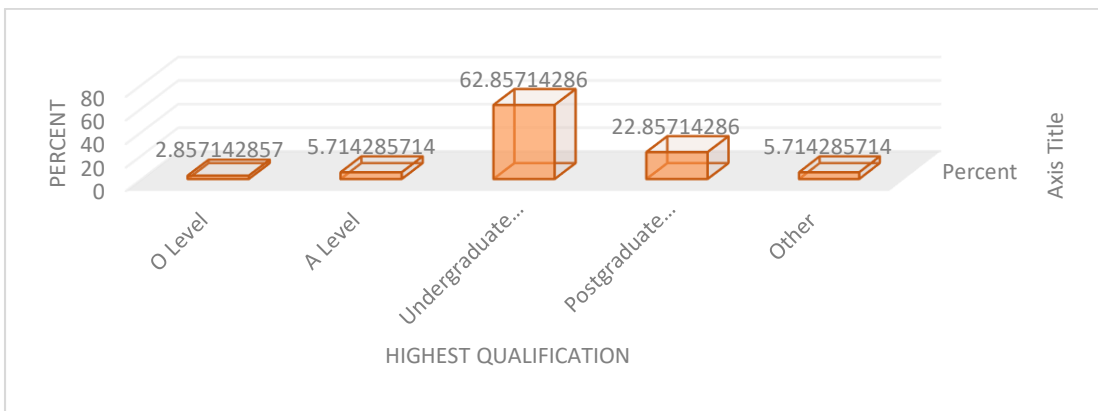


Figure 4. 2: Highest Qualification of Respondents (n=35).

Source: Primary Data, (2022)

4.1.4. Work position in Procurement, Warehousing and Distribution

The questionnaire targeted the procurement personnel of the various companies that deal with Sandvik. The respondents are directly involved in the procurement processes and have first-hand knowledge of SRM issues in their organisations. The respondents are mainly the managers who constituted 40% of the total respondents. Procurement Officers had 23% while clerks had 28% representation. Figure 4.3 exposes the Work position in Procurement, Warehousing and Distribution.

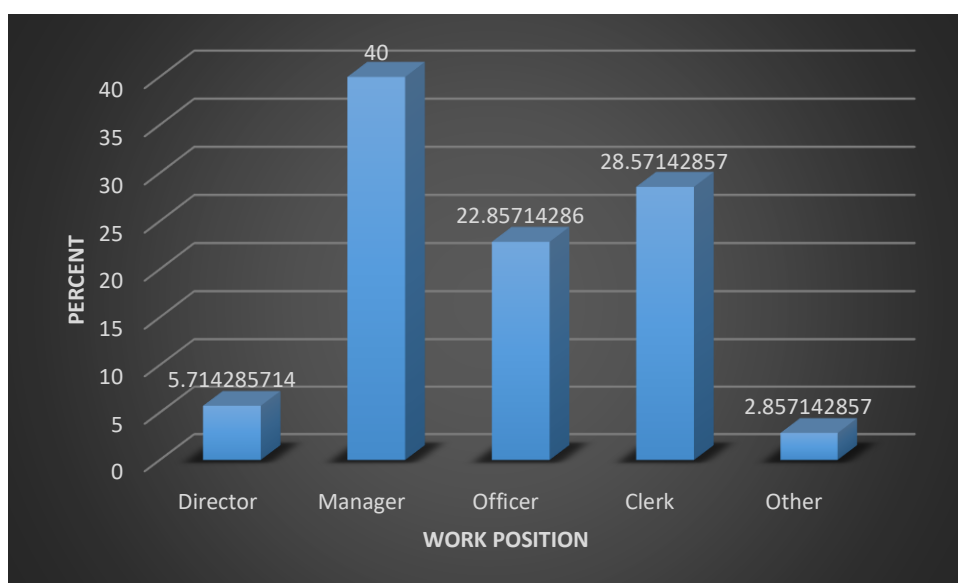


Figure 4. 3: Work position (n=35)

Source: Primary Data, (2022)

4.2 Suppliers' needs and expectations

The first task was to ask the respondents if the personnel consider Suppliers' needs and expectations and the following results emerged. A response of 62.9% of the respondents conferred that it is absolutely true that in their procurement operations they consider Suppliers' needs and expectations. This also concurs with 17.1% of the respondents who admitted that it is true in most cases that Suppliers' needs and expectations are considered in the procurement processes at their organisations. However, 11.4% of the respondents argue that it is slightly true that Suppliers' needs and expectations are considered in procurement. Another group of respondents had 2.9% response convening that it is not true at all that Suppliers' needs and expectations are considered in procurement. None the less, 5.7% totally did not know if at all Suppliers' needs and expectations are considered in their procurement. Table 4.3 outlines the research results.

Table 4. 2: Personnel Consider Suppliers’ Needs and Expectations

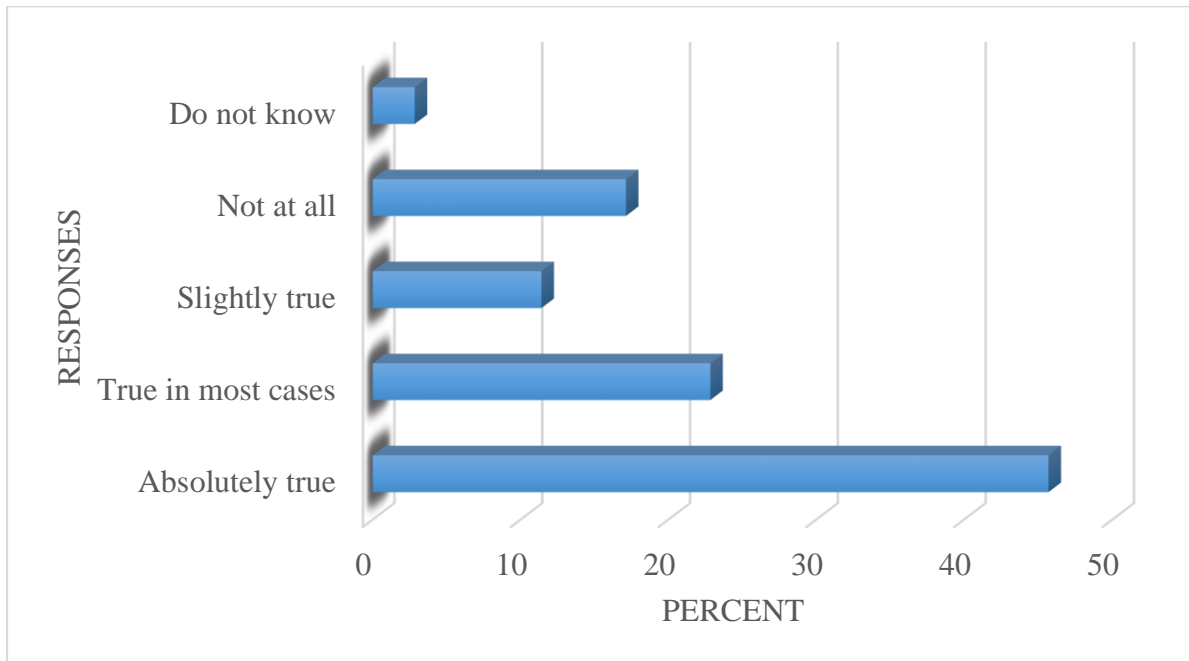
(n=35)

	FREQUENCY	PERCENT	VALID PERCENT	CUMULATIVE PERCENT
ABSOLUTELY TRUE	22	62.9	62.9	62.9
TRUE IN MOST CASES	6	17.1	17.1	80.0
SLIGHTLY TRUE	4	11.4	11.4	91.4
NOT TRUE AT ALL	1	2.9	2.9	94.3
DO NOT KNOW	2	5.7	5.7	100.0
TOTAL	35	100.0	100.0	

Source: Primary Data, (2022)

4.2.1. Suppliers’ complaints

Focusing still on the Suppliers the respondents were also asked if Suppliers’ complaints are analysed when procuring. The results are as follows. 45.7% of the respondents acknowledge that it is absolutely true that Suppliers’ complaints are analysed before procuring while 22.9% asserted that it is true in most cases. 11.4% of the total respondents slightly agree that Suppliers’ complaints are analysed when procuring in their Organisations. However, of the total respondents, 17.1% did not agree at all with the idea while 2.9% had no knowledge if customer complaints are analysed on procurement in their Organisations. Figure 4.4 gives a picture of the results.



Source: Primary Data, (2022)

Figure 4. 4: Are Suppliers complaints analysed? (n=35)

4.2.2. Cross tabulation of Suppliers' needs and expectations versus Suppliers' complaints.

From the customer needs and customer complaints survey, the research results reveal that retail pharmacies are customer oriented and centric in their procurement through customer focus. The majority of respondents (28) professed that it is true (Varying Degrees) that personnel consider customer needs and expectations and do consider customer complaints in the procurement processes in their Organisations. However, (6) of the respondents were not sure at all while (1) respondent did not know if personnel consider suppliers' needs and expectations and do consider suppliers' complaints. This is mapped by Table 4.5

Table 4. 3: Cross tabulation of Suppliers’ needs and expectations versus Suppliers’ complaints. (n=35)

PERSONNEL CROSS TABULATION OF SUPPLIERS’ NEEDS AND EXPECTATIONS VERSUS SUPPLIERS’ COMPLAINTS ARE ANALYSED CROSSTABULATION.						
SUPPLIERS’ FOCUS	SUPPLIERS’ COMPLAINTS ARE ANALYSED					TOTAL
	ABSOLUTELY TRUE	TRUE IN MOST CASES	SLIGHTLY TRUE	NOT AT ALL	DO NOT KNOW	
SUPPLIERS NEEDS / EXPECTATIONS ABSOLUTELY TRUE	16	4	2	0	0	22
TRUE IN MOST CASES	0	3	1	1	1	6
SLIGHTLY TRUE	0	1	0	3	0	4
NOT TRUE AT ALL	0	0	0	1	0	1
DO NOT KNOW	0	0	1	1	0	2
TOTAL	16	8	4	6	1	35

Source: Primary Data, (2022)

4.2.3. Leadership

The sole purpose of this principle is to assess whether the procurement leadership is able to establish the unity of purpose and direction for the procurement function. At the same time, their ability to create a conducive environment in which people are engaged, inspired, encourage and motivated in achieving the SRM and SPM objectives. The research study used different variables to assess the leadership principle and found that:

4.2.4. The procurement leadership has shown the ability to communicate clear vision, mission and values to provide quality.

Communication is the back bone of success in any organisational setup. This question aimed at ascertaining whether the procurement leadership is communicating with its various stakeholders. The results of the study projects that 51.43% of the respondents absolutely believe it to be true, 20% response by those who perceived it to be true in most cases and slightly true have been observed. 2.86% of some respondent's states that it is not true at all while 5.71% totally have no idea if leadership is communication with its stakeholders. Basing on these results, it can be generalised that leadership communicates with its various stakeholders as shown by a combined 91.43% who believe it to be true although on varying degrees. Figure 4.5 illustrates the research results.

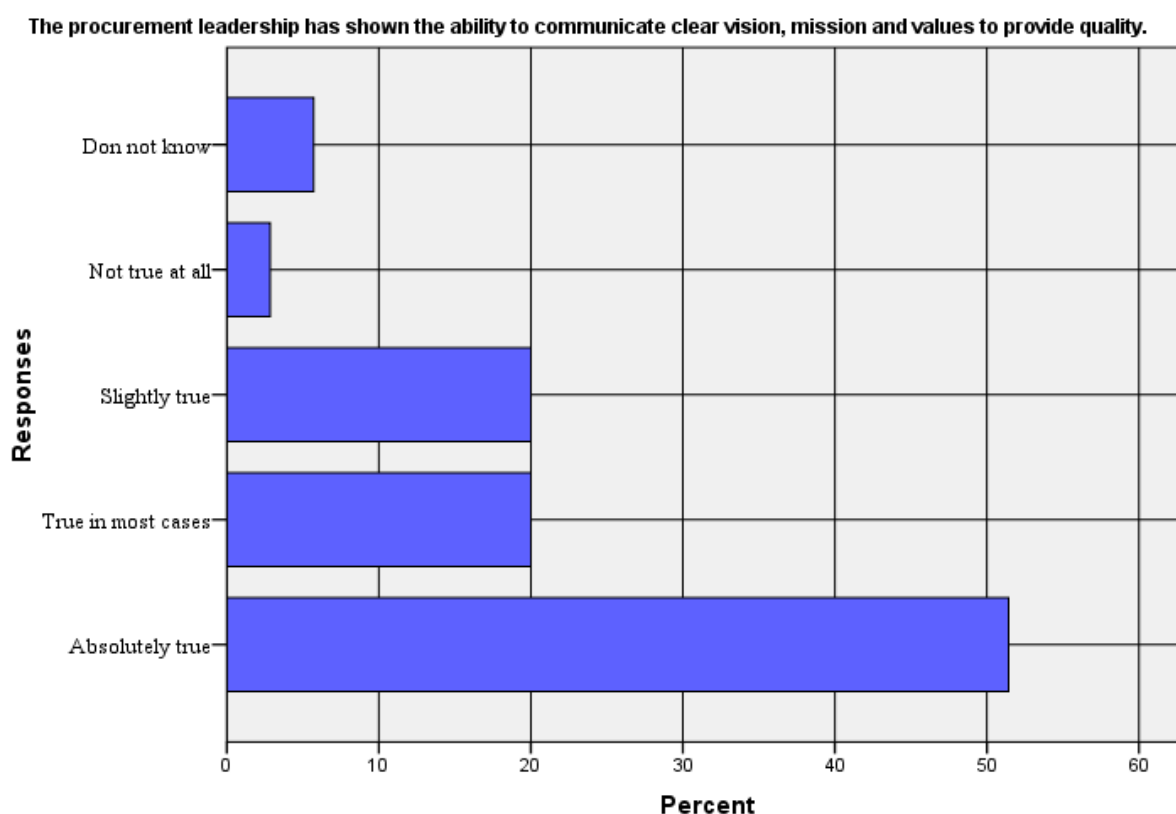
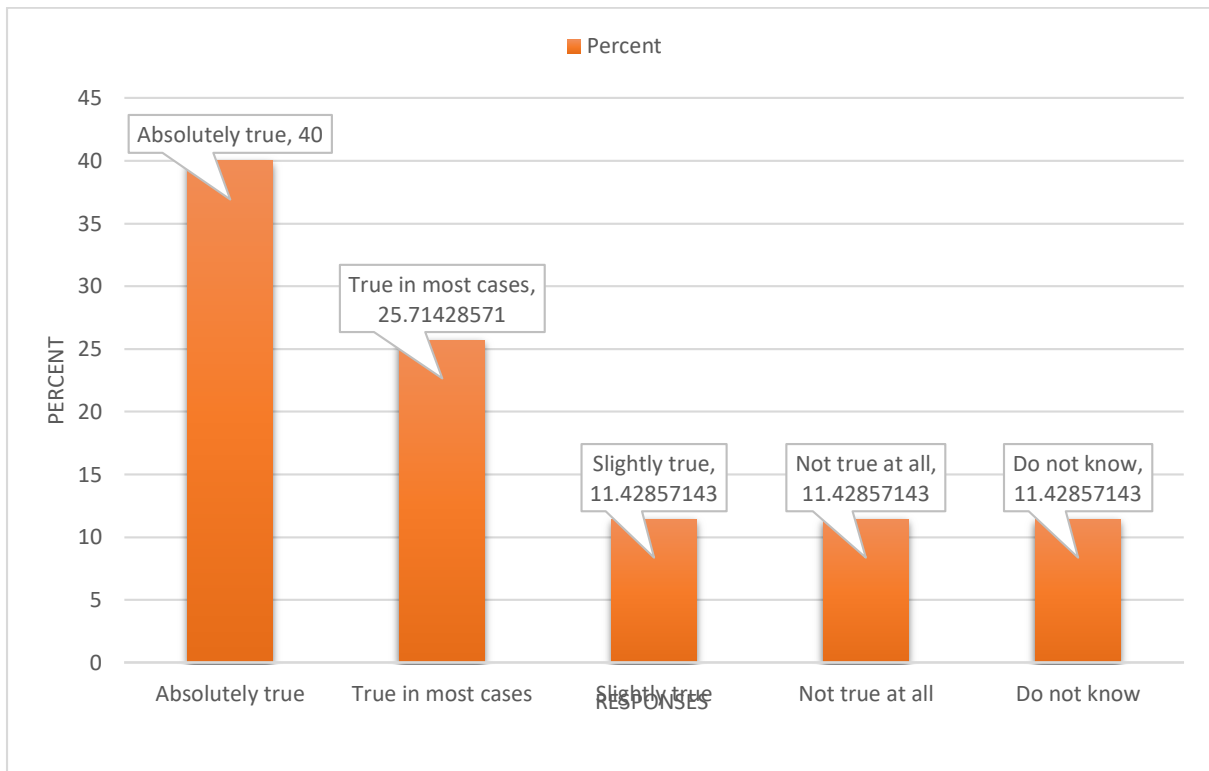


Figure 4. 5: Leadership’s ability to communicate (n=35)

4.2.5. The procurement executives have clearly established the unity of purpose and direction for procurement’s SRM and SPM objectives.

From this leadership variable, 40% confirm that it is absolutely true while 25.74% insist that procurement executives have clearly established the unity of purpose and direction for procurement’s SRM and SPM objectives. To an extent, 11.43% averred that it is slightly true. Nevertheless, two groups of respondents who argue that it is not true at all while the other had no idea constitute 11.43% each respectively. This is depicted by Figure 4.6.



Source: Primary Data, (2022)

Figure 4. 6: Unity of purpose and direction for procurement (n=35)

4.2.6. Senior procurement executives act on Suppliers’ suggestions to improve the quality of their relationships.

The suggestions from various stakeholders help in shaping the strategy formulation for various organisation. In this respect the study sort to assess how leadership has articulated their abilities. The research study indicates that 51.2% agree that it is absolutely true, 20% highlighting that it is true in most cases followed by 11.43% who suggest that it is slightly true. The remaining 14.26 % and 2.88% allege that it is not true at all and do not know respectively that suggestions are acted upon and impact on SRM and SPM. An overview of these results gives in to the fact that leadership appreciates suggestions from different stakeholders and embrace them in the procurement processes. Figure 4.7 highlights these results.

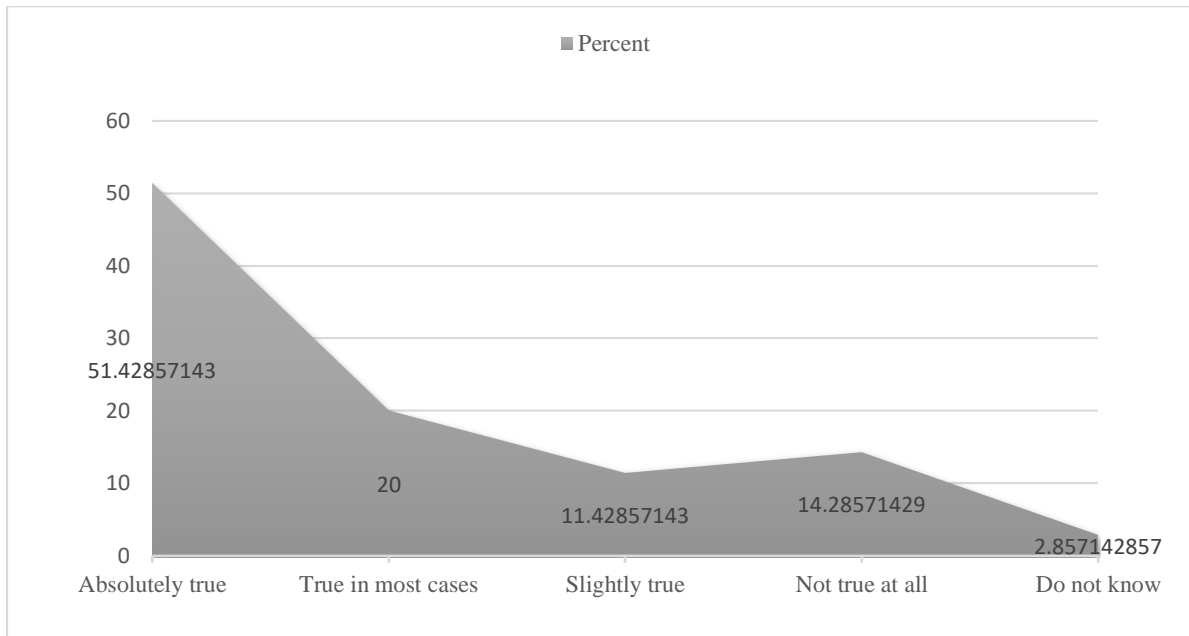


Figure 4. 7: Executives act on suggestions (n=35)

Source: Primary Data, (2022)

4.2.7. The leadership sees SRM and SPM as a continuous improvement process.

For long term survival of organisations to be certain, there is need for continuous improvement in all processes. The study aimed at revealing these and found out that 51.43% believe that it is absolutely true, while 17.14% perceive that in most cases it is true that leadership sees SRM and SPM as a continuous process. 5.71% believe that it is slightly true. However, 14.29% believes that it is not true at all. Only 11.43% of the respondents did not know anything about continuous improvement as portrayed by Table 4.6.

Table 4. 4: SRM and SPM as a continuous improvement process (n=35)

RESPONSE	FREQUENCY	PERCENT
ABSOLUTELY TRUE	18	51.42857
TRUE IN MOST CASES	6	17.14286
SLIGHTLY TRUE	2	5.714286
NOT TRUE AT ALL	5	14.28571
DO NOT KNOW	4	11.42857

4.2.8. Employees are educated and trained to improve their relationship management skills and performance management.

On job training and education enhances employee performance. The study sort to find out if employees are educated and trained in their respective organisations. The respondents had this to say, 49% (absolutely true), 14% (true in most cases), and 14% (slightly true), 12% (not true at all) and 11% (do not know). These findings asserts that training is done in organisations although on different subject areas and times. Figure 4.9. Illustrates the results.

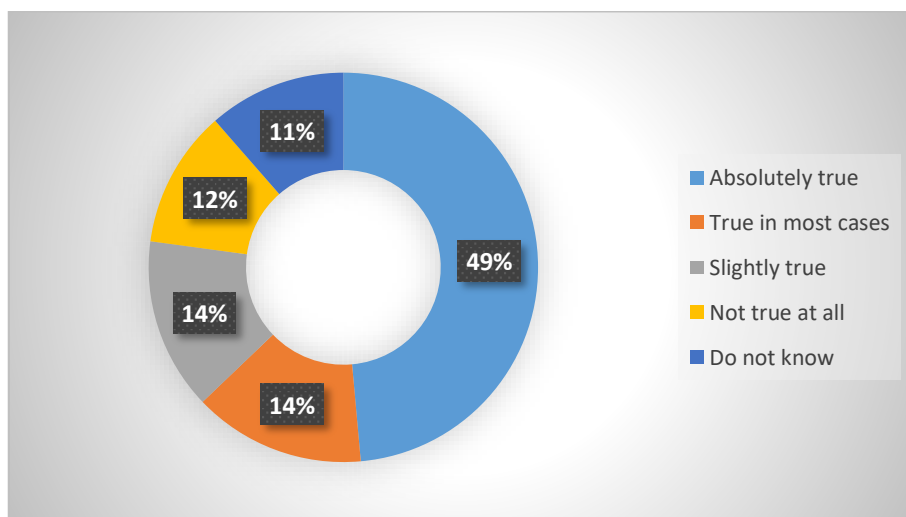


Figure 4. 8: On job education and training (n=35,)

Source: Primary Data, (2022)

4.2.9. Does the supplier engage in ICTs and Innovation?

Most Successful organisations globally have adopted ongoing focus on improvement to maintain current levels of performance, to react to ever changing and dynamic internal and external conditions, global competition and to create new opportunities. This is directly associated with the adoption of latest ICTs. The response rate was 42.9% absolutely true, 11.4% true in most cases, 22.9% slightly true, not true at all and do not know have 11.4% each. These responses highlight that ICT have been adopted to an extent. A pictorial of these results is Figure 4.11.



Figure 4. 9: Adopted ongoing focus on improvement (ICTs) (n=35)

Source: Primary Data, (2022)

4.2.10. The organization has put in place an all-inclusive approach to manage its suppliers.

The decision-making process can be very complex and uncertain. The provision of sufficient and adequate data and information is key to making right and effective decisions thus the need for the organization to put in place an all-inclusive approach to manage its suppliers. Respondents were asked on these and had their responses tabulated by Figure 4.12 and were as follows: Absolutely true 31.42%, 42.86% true in most cases, and 5.71% slightly true, 8.57% not true at all and 11.43% do not know.

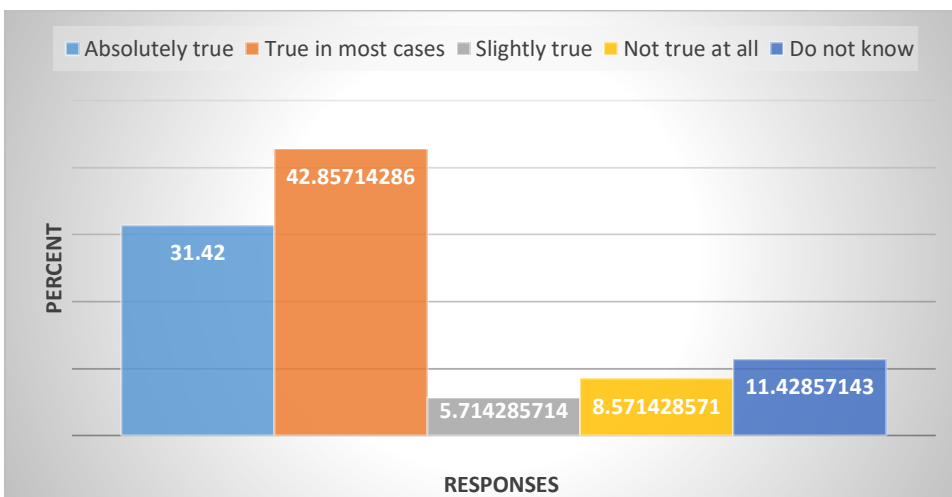


Figure 4. 10: Evidence-based decision making (n=35)

Source: Primary Data, (2022)

4.3 Relationship management

Organisations do not exist in isolation rather they depend on other stakeholders for their long term survival and sustained success.

4.3.1. Good working relationships with other stakeholders.

The question wanted to assess if the organisation has good working relationships with different stakeholders. They had these results: Absolutely true 42.9%, 28.6% true in most cases, 8.6% slightly true, 14.3% not true at all and 5.7% do not know. Refer to Table 4.10 for a summary.

Table 4. 5: Procurement function has good working relationships with other stakeholders (n=35)

	FREQUENCY	PERCENT	VALID PERCENT	CUMULATIVE PERCENT
VALID ABSOLUTELY TRUE	15	42.9	42.9	42.9
TRUE IN MOST CASES	10	28.6	28.6	71.4
SLIGHTLY TRUE	3	8.6	8.6	80.0
NOT TRUE AT ALL	5	14.3	14.3	94.3
DO NOT KNOW	2	5.7	5.7	100.0
TOTAL	35	100.0	100.0	

Source: Primary Data, (2022)

4.3.2. Procurement function acknowledges the contributions of other stakeholders

It is encouraged to appreciate and acknowledge the contributions of other stakeholders who contribute to your organisations' success. As such the respondents were asked to assess the status of their organisations in acknowledging stakeholders and had mixed responses as depicted by Figure 4.13. Most of the respondents (54.3%) absolutely agree that their procurement acknowledges their stakeholders This is further supported by 14.3% whose experiences consummates that it is true in most cases and 14.3% of the views that it is slightly

true. Those who suggested that it is not true at all have 11.4% whereas those with no idea constitutes 5.7%.

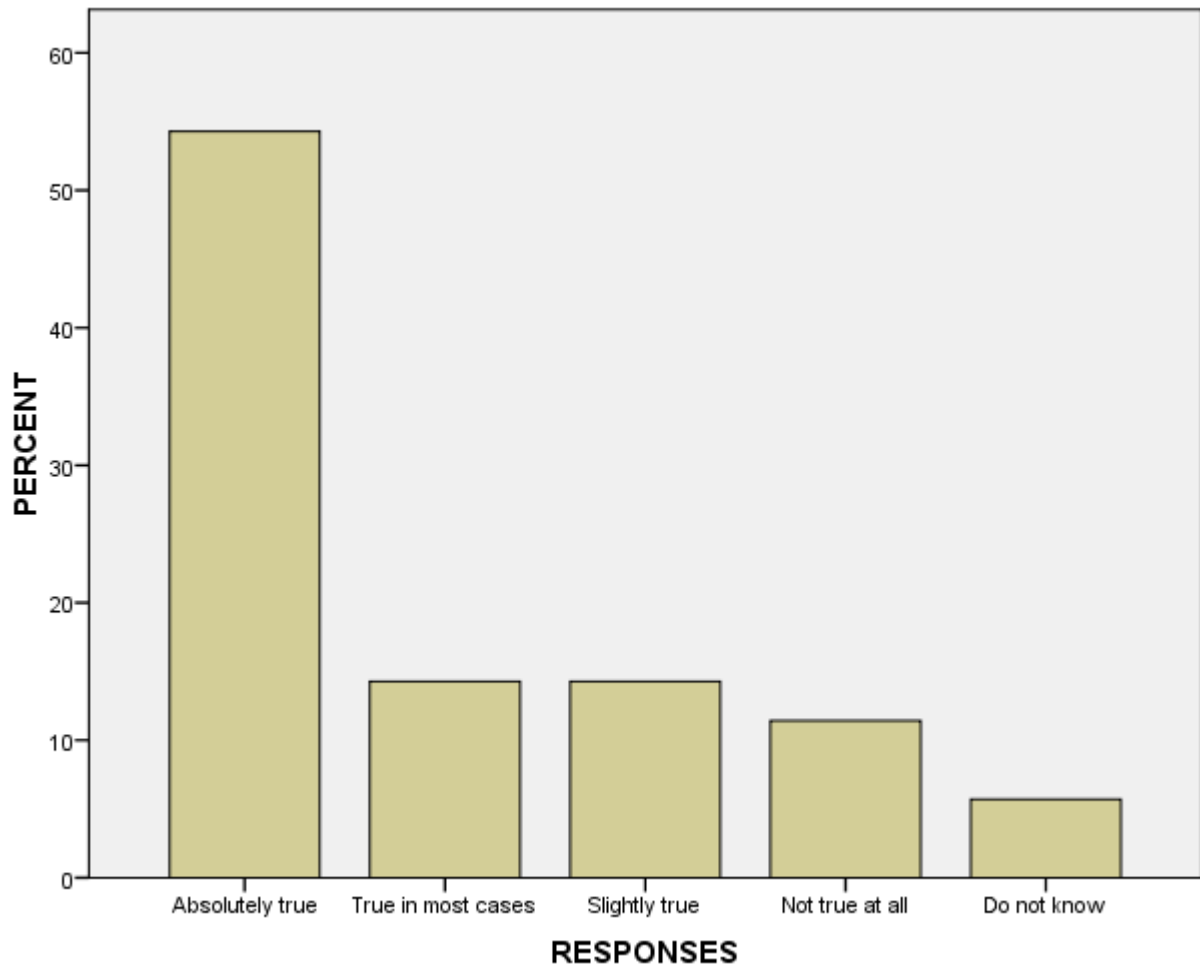


Figure 4. 11: Procurement function acknowledges the contributions of its stakeholders (n=35)

Source: Primary Data, (2022)

4.3.3. What is the Order accuracy for the supplier?

The research study obtains that, 48.6% of the respondents allege it to be absolutely true, 17.1% affirm that it is true in most cases while 11.4% had mixed observations thus sticking to slightly true on the Order accuracy. However, 11.4% said it is not true at all and another 11.4% not having knowledge of engagement of staff. This is put on view by Table 4.7.

Table 4. 6: Order accuracy (n=35)

		FREQUENCY	PERCENT	VALID PERCENT	CUMULATIVE PERCENT
VALID	ABSOLUTELY TRUE	17	48.6	48.6	48.6
	TRUE IN MOST CASES	6	17.1	17.1	65.7
	SLIGHTLY TRUE	4	11.4	11.4	77.1
	NOT TRUE AT ALL	4	11.4	11.4	88.6
	DO NOT KNOW	4	11.4	11.4	100.0
	TOTAL	35	100.0	100.0	

Source: Primary Data, (2022)

4.3.4. Does the supplier Delivery On-time?

This questionnaire was asked to ascertain if the supplier Delivers On-time? The results realised that 34.3% pointed on absolutely true, 25.7% saying true in most cases, and 11.4% agreeing on slightly true. Some respondents opposed with 14.3% advising that it is not true at all and another 14.3% not knowing about it. The summary is shown by Figure 4.8.

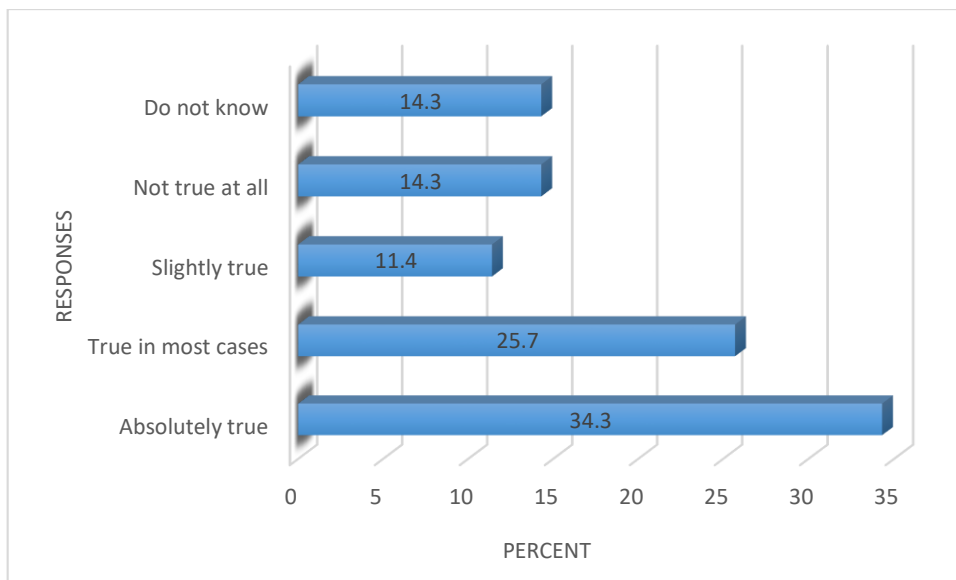


Figure 4. 12: Does the supplier Delivery On-time? (n=35)

Source: Primary Data, (2022)

4.3.5. What is the Order fill rate of the supplier?

Every achievement must be rewarded accordingly. Likewise, hat is the Order fill rate of the supplier need to be recognised and rewarded when measuring the supplier’s performance. This measure was applied and 37.1% absolutely believed it to be true. While 14.3% believed that it is true in most cases, 17.1% pointed that it is slightly true. 14.3% said there is low Order fill rate what so ever by the supplier. 17.1% low Order fill rate what so ever by the supplier. Table 4.8.

Table 4. 7: Supplier’s Order fill rate (n= 35)

	FREQUENCY	PERCENT	VALID PERCENT	CUMULATIVE PERCENT
VALID ABSOLUTELY TRUE	13	37.1	37.1	37.1
TRUE IN MOST CASES	5	14.3	14.3	51.4
SLIGHTLY TRUE	6	17.1	17.1	68.6
NOT TRUE AT ALL	5	14.3	14.3	82.9
DO NOT KNOW	6	17.1	17.1	100.0
TOTAL	35	100.0	100.0	

Source: Primary Data, (2022)

4.3.6. Does the supplier deal with Returns?

A Supplier Relationship Management system encompasses interrelated and intertwined processes that need to be well understood by the whole procurement function, for them to optimise the system and its performance. Reverse logistics and returns are also key in measuring supplier performance hence the use of this measure. The respondents were asked if the supplier deals with Returns. Their responses were projected by Figure 4.10.

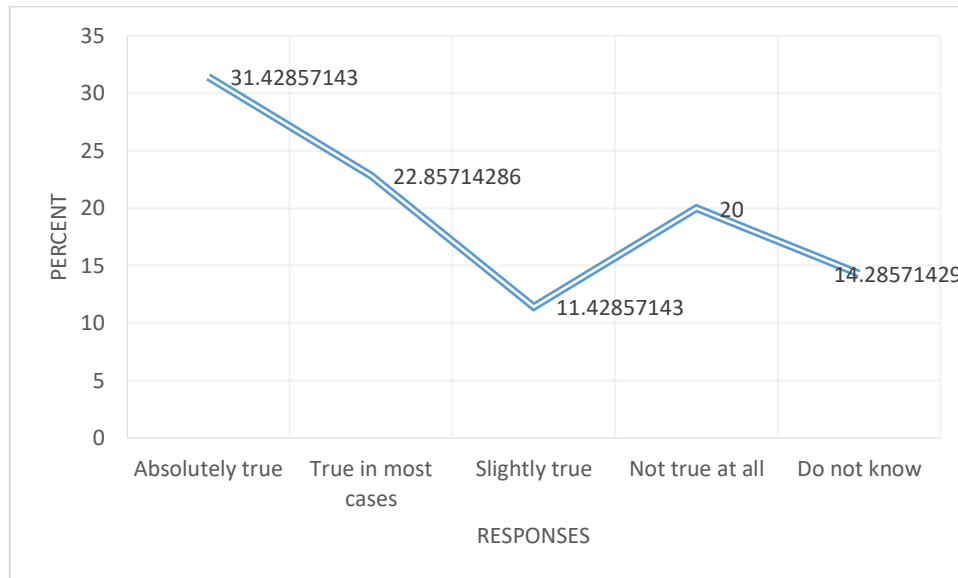


Figure 4. 13: Does the supplier deal with Returns (n=35)

Source: Primary Data, (2022)

Those who believe it to be absolutely true constitute 31.42%, 22.86% is for those who perceive that it is true in most cases. The slightly true response has 11.43% while 14.29% do not know if the supplier deals with Returns.

4.3.7. How is the Supplier Regulatory Compliance?

The Supplier Regulatory Compliance was also used and the respondents had to air out their experiences with the organisations. A summary of the findings is on Table 4.9

Table 4. 8: Supplier Regulatory Compliance. (n=35, Survey 2022)

Supplier Regulatory Compliance

	FREQUENCY	PERCENT	VALID PERCENT	CUMULATIVE PERCENT
VALID ABSOLUTELY TRUE	21	60.0	60.0	60.0
TRUE IN MOST CASES	3	8.6	8.6	68.6
SLIGHTLY TRUE	3	8.6	8.6	77.1
NOT TRUE AT ALL	4	11.4	11.4	88.6
DO NOT KNOW	4	11.4	11.4	100.0
TOTAL	35	100.0	100.0	

Source: Primary Data, (2022)

Table 4.9 tabulates most of the respondents (60%) absolutely agree that was Regulatory Compliant was used as a measure of performance for the suppliers. This is further supported by 8.6% whose experiences consummates that it is true in most cases and 8.6% of the views that it is slightly true. Those who suggested that it is not true at all together with those with no idea constitutes 11.4% each.

4.3.8. Is the supplier's Order Complete?

The supplier's Order Completeness can be another measure of supplier performance. The provision of sufficient and adequate data and information is key for a supplier to be able to fully compliant on the supplier's Order Completeness. Respondents were asked and their responses were tabulated by Figure 4.12 and were as follows: Absolutely true 31.42%, 42.86% true in most cases, and 5.71% slightly true, 8.57% not true at all and 11.43% do not know.

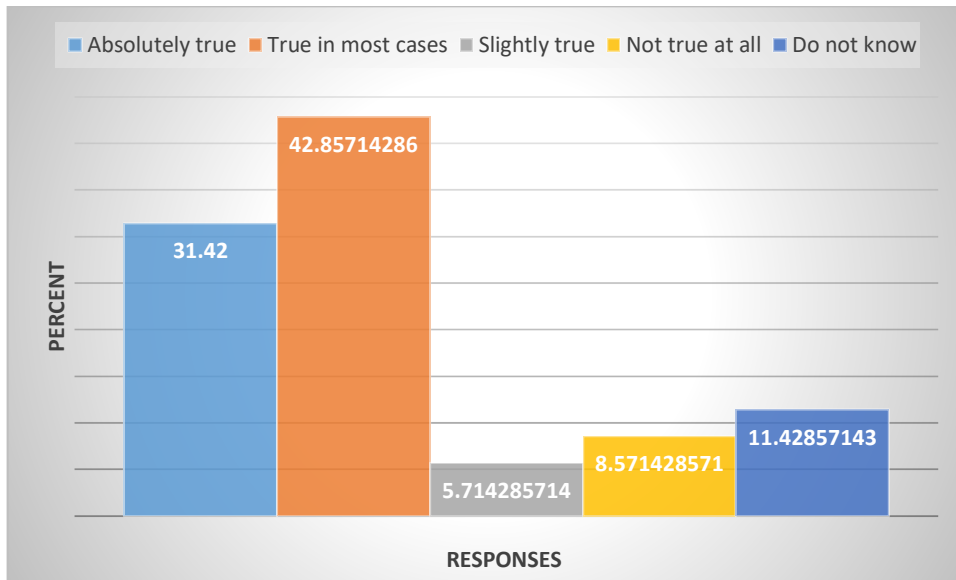


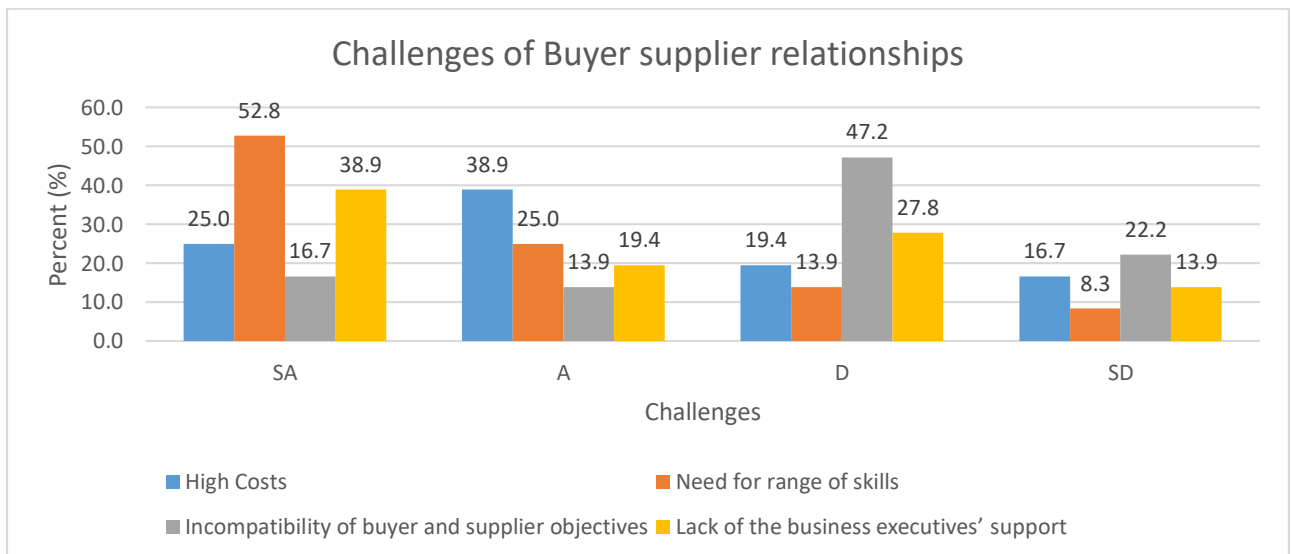
Figure 4. 14: The supplier's Order Completeness (n=35)

Source: Primary Data, (2022)

4.4. What are the challenges faced in adopting Supplier Relationship Management?

Several more organizations struggle with creating, implementing, and managing these relationships. When asked about these difficulties, majority of the respondent provided comprehensive response.

Figure 4. 15: Key challenges encountered in implementing good supplier relationship management



Source: Primary Data, (2022)

According to the study, 25 percent agreed with the statement and 38.9% agreed that extra costs are a barrier to effective buyer-supplier relationships and performance, while 16.7 percent

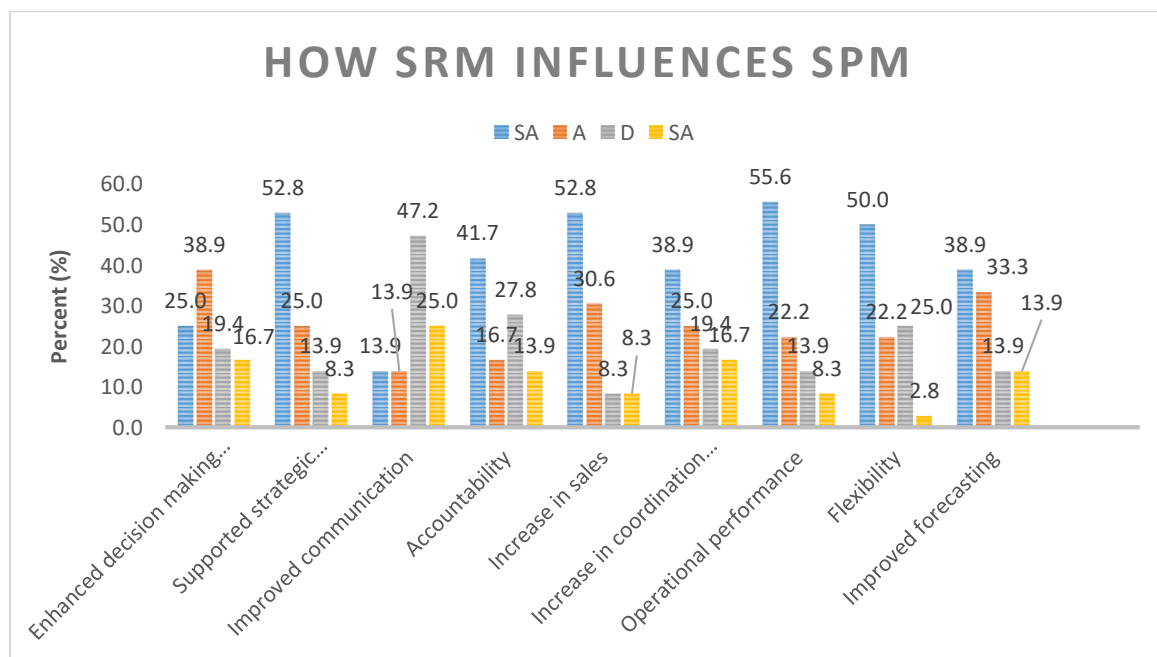
strongly disagreed and 19.4 percent disagreed. Incompatibility of buyer and supplier objectives was cited by some respondents as a major factor, with 16.7 percent and 13.9 percent strongly concurring. Of these respondents 47.2% disagreed and 22.2% strongly disagreed on the issue of Incompatibility of buyer and supplier objectives.

Limited skills set was also noted as a major factor by 52.8% who strongly agreed with that coupled with 25% who also agreed with the same ideology. Only 13.9% disagreed together with a mere 8.3% strongly disagreeing that Limited skills set can be a challenge.

Lack of the business executives' support was highlighted by 38.9% who strongly agreed and 19.4% agreeing to it. 27.8% however disagreed together with 13.9% who even strongly disagreed.

These results were skewed to show that organizations face a multitude of barriers regardless of how they operate or how well their internal business systems may be designed. The combined average of the responses showed that 57.6 percent of people agreed, 27.1 percent disagreed, and 15.3 percent vehemently disagree. This demonstrates that there are difficulties in company operations.

4.5. HOW DOES SUPPLIER RELATIONSHIPS MANAGEMENT INFLUENCE SUPPLIER PERFORMANCE?



Source: Primary Data, (2022)

Figure 4. 16: supplier relationships management influence supplier performance.

The study discovered that Sandvik Zimbabwe Private Limited will benefit from improved decision-making and control when implementing good supplier relationship management, as highlighted by 25% of respondents who strongly agreed with this, 38.9% who agreed, 19.4% who disagreed, and 16.7% who strongly disagreed. 52.8 percent of respondents strongly agreed with the statement that strategic planning and target setting should be supported; 25 percent also agreed; 13.9 percent disagreed; and 18.3 percent strongly disagreed.

According to the respondents, Sandvik Zimbabwe Private Limited has limitedly improved communication, with 13.9 percent strongly agreeing, 13.9 percent agreeing, 47.2 percent disagreeing, and 25 percent strongly

The responses on Increase in sales revealed that 52.8% strongly agreed while 30.6% agreed. However, 8.3% disagreed while another strongly disagreed with the notion. Further results revealed that Increase in coordination with suppliers can be achieved as 38.9% strongly agreed and 25% agreed while 19.4% disagreed with some 16.7% strongly disagreed.

Operational performance was supported by 55.6% who strongly agreed together with 22.2% who agreed. Although 13.9% disagreed the other 8.3% strongly disagreed that Operational performance cannot be improved by good buyer supplier relationships.

Flexibility and improved forecasting were also noted by the respondents with 50% and 38.9% strongly agreed while 22.2% and 33.3% agreed, 25% and 13.9% disagreed. However, 2.8% and 13.9% strongly disagreed with the idea of buyer supplier relationships.

From the above discussion it can be deduced that the majority of strategies adopted were positively associated with improved performance as was revealed by more than 50% response rate on most of the variables under study on the effects discussed herein.

4.5.1. The correlation between supplier relationship management practices and Supplier performance.

The value of correlation coefficient between supplier relationship management and Supplier performance shows a strong positive relationship. The correlation coefficient (r) of **0.624** between Alliance relationship, and performance shows that there is a positive relationship between Alliance relationship as a strategy to enhance a good supplier relationship management. An investment in Alliance relationship mechanisms will enhance firm performance through increased market share, customer retention, customer acquisition,

customer satisfaction, and customer profitability. This shows that there is a positive impact to firm performance when a firm invests in in Alliance relationship. Supplier collaboration also has been found to be positively related to firm’s profitability. This has been indicated by the correlation coefficient (r) equal to **0.480**. This gives the light that there is more good than bad in Collaborative relationships to the firm’s performance. The research also found out that Collaborative relationships is highly positively related to firm performance. The calculated correlation coefficient (r) equals to **0.369**. This suggests that there is a positive relationship between Transactional relationship mechanisms and firm performance. This clearly indicated that all the supplier relationship management strategies have strong positive impact to the performance of manufacturing companies through increased market share, customer retention, customer acquisition, customer satisfaction, and customer profitability, increased sales and revenue, reduced inventory levels as well as less production stoppages. This is shown on the table below.

Table 4. 9: Correlation between supplier relationship management strategies and Supplier performance

The following is the mathematical expression of correlation formula.

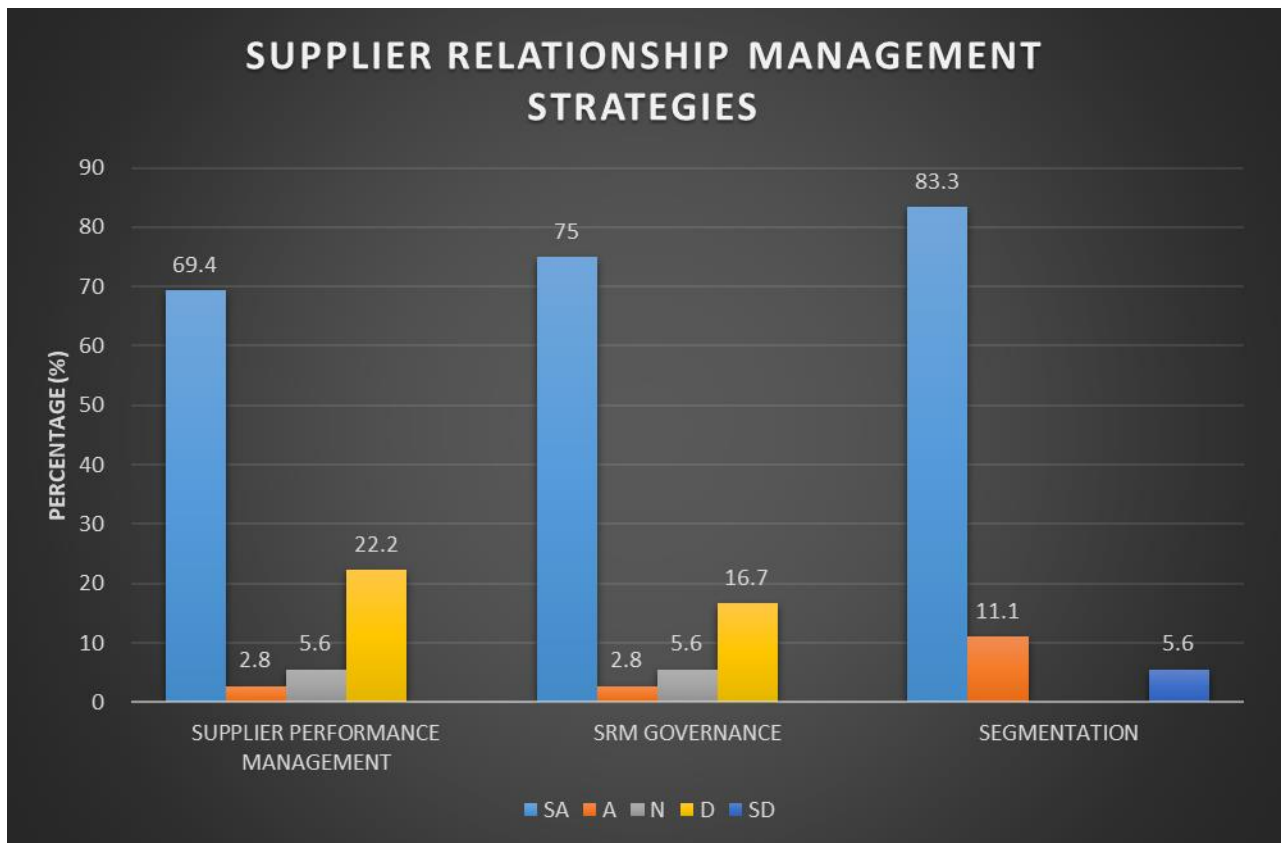
$$r = \frac{\sum_{i=1}^n (X_i - X_{bar})(Y_i - Y_{bar})}{\sqrt{\sum_{i=1}^n (X_i - X_{bar})^2} \sqrt{\sum_{i=1}^n (Y_i - Y_{bar})^2}}$$

	Alliance Relationships and Supplier Performance	Collaborative relationships and Supplier Performance	Transactional relationship and Supplier Performance
Correlation coefficient (r) value	R = 0.624	r=0.480	r=0.369

Source: Primary Data, (2022)

4.6 Which Supplier Relationship Management strategies promotes supplier performance?

Figure 4. 17: Supplier Relationship Management strategies at Sandvik Zimbabwe.



Source: Primary Data, (2022)

Figure 4.3 above shows the supplier relationship management strategies that are currently utilized by Sandvik Zimbabwe Private Limited. Of the respondents, 69.4% of the respondents highlighted that Supplier Performance strategies were currently utilized by Sandvik Zimbabwe Private Limited, whilst 2.8% of the respondents disagrees and 5.6% were not sure and 22.2% disagreed if strategic purchasing is Supplier Performance strategies that was currently utilized at Sandvik Zimbabwe Private Limited.

Segmentation Strategies were currently utilized by Sandvik Zimbabwe Private Limited as highlighted by 83.3% of the respondents who strongly agreed with the notion, 11.1% of the respondents Agreed while 5.6% strongly disagreed respectively that Segmentation Strategies currently were utilized at Sandvik Zimbabwe Private Limited.

75% of the respondents strongly agreed that SRM Governance were the management strategy currently utilized by Sandvik Zimbabwe Private Limited and 2.8% agreed, while 5.6% of the respondents was Neutral if SRM Governance were the management strategy currently utilized at Sandvik Zimbabwe Private Limited. However, 16.7% disagreed with the notion.

From the findings, 75.92% of the respondents strongly agreed that the three relationships were the management strategies currently utilized by Sandvik Zimbabwe Private Limited and 5.56% agreed, while 3.70% of the respondents were Neutral. 12.96% disagreed while 1.85% strongly disagreed that the relationships were the management strategy currently utilized at Sandvik Zimbabwe Private Limited.

4.7 Chapter Summary

The chapter analyzed and presented the research findings. The findings in this chapter were aligned to the objectives of the research.

CHAPTER IV

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a synopsis of A Survey on how Supplier Relationship Management Influences Supplier performance at Sandvik Zimbabwe. The chapter provides an abridgement of the study from the research questions, objectives, findings as well as the recommendations and conclusions. The chapter therefore tries to paraphrase the findings of the study as discussed and interpreted by the researcher.

5.2 Summary of the findings

This research sought to achieve the following objectives to establish the types of buyer–supplier relationships that exists, reveal how Sandvik Zimbabwe improves Supplier performance through buyer–supplier relationships, and highlight the effects of buyer-supplier relationship on supplier performance and to recommend best strategies to managing buyer-supplier relationships.

The study reviewed that the major supplier relationship management strategies that have been adopted by the firms in Zimbabwe were Supplier Performance strategies, Segmentation Strategies and SRM Governance. The researcher also found out that supplier chain management practices have the greatest impact on the profitability level of manufacturing firms.

The researcher discovered that the major impacts of good supplier relationship management strategies on the supplier performance of firms are increased market share, customer retention, customer acquisition, customer satisfaction, and customer profitability, flexibility, improved supplier coordination, improved forecasting and improved operational performance. These factors will lead to increased profits to the firm.

The study indicated that there are four major advantages of good supplier relationship management strategies on the performance of firms in Zimbabwe and these are reliability in sourcing raw materials, timely delivery of the raw materials, cost reduction through reasonable producer prices and trade discounts from continuous and loyal acquisition, quality of raw

materials and sharing of business ideas. The advantages correspond with the impacts of the supplier relationship management practices and their impact is to improve the supplier's performance.

As good sounding as the advantages are, the researcher also discovered that good supplier relationship management practice has disadvantages to the firms in Zimbabwe in that they require an unlimited budget, limit the range of other potential suppliers when a firm gets tied to one supplier and difficulties when a firm decides to switch between suppliers. Needless to mention are the supply chain management risks associated with Transactional relationship are only reduced but they are not eliminated completely. Therefore, good supplier relationship management practices only reduce risk but do not guarantee success to a firm.

5.3 Conclusions

The findings of this study give a conclusion that the major types of supplier relationship management have been adopted by firms that affect the supplier performance of firms are Alliance Relationships, Collaborative relationships and Transactional relationship mechanisms. The researcher found that the effect of supplier relationship management are flexibility, increased sales, improved supplier coordination, improved forecasting and improved operational performance. The conclusion was that all the above mentioned will result in continuous and sustainable improvement in raw materials flow thus increasing the performance of these firms.

The researcher also found that there is a positive relationship between good supplier relationship management strategies and Supplier performance. An effective implementation of good supplier relationship management as a way of ensuring business success and improving performance will surely result in improved business performance and on the other hand poor supplier relationship management practices model may result in production stoppages and reduced sales volume to the firm.

The respondents showed that there are advantages and disadvantages to the good supplier relationship management. It was found that good supplier relationship management is advantageous in that it provides reliability in sourcing raw materials, timely delivery of the raw materials, cost reduction through reasonable producer prices and trade discounts from continuous and loyal acquisition, quality of raw materials and sharing of business ideas. On the other hand, supplier relationship management is disadvantageous in that they require an

unlimited budget, limit the range of other potential suppliers when a firm gets tied to one supplier and difficulties when a firm decides to switch between suppliers. There are also supply chain management risks associated with integration and strategic purchasing are only reduced but they are not eliminated completely.

5.4 Recommendations

The recommendations that were made to the company were based on the conclusions that were drawn above. These recommendations were made so as to ensure that poor organisational performance will become a thing of the past through an effective and effective implementation of the supplier relationship management practices that are strategic and sustainable.

5.4.1 Aligning buyer and supplier business objectives

Procurement will play a key role in facilitating the SRM process and establishing a cross-functional team so that the interests of all relevant stakeholders are served, (Ellram and Liu 2008). However, the business owns the relationship and directly collaborates with the supplier so that business objectives are achieved. Due to the traditional view on procurement, SRM is often perceived as an operational process that will solve issues and reduce costs. Considering the enormous value potential and the fact that SRM is only deployed for key suppliers, such a view hinders a breakthrough in performance improvement and risk reduction, (Ansari, 2010).

5.4.2 Full top management support on supplier relationship management practices

One can recommend that companies assign an executive sponsor from the board in any case. Such sponsorship emphasises the importance of partnerships within the organisation while this type of sponsor ensures the alignment with business objectives, sets the right priorities and can take appropriate decisions. Personal targets are set and linked to a bonus remuneration as incentive.

Building and managing a partnership is like building and managing a new business entity. It involves an extra difficulty, however, because it requires dealing with third-party personnel, (Demirbag et al., 2007). Partnerships are often not established in a structured way so that reporting lines, roles and responsibilities and communication are unclear. In addition, employees are only involved in partnerships part-time, which results in a lack of focus.

5.4.3 Improving training facilities

The other key challenge is lack of training. With no specific supply chain management strategy and objectives, no harmonised way of working with a standard toolkit, the fact those key performance indicators are focused on operational issues and a lack of rigorous programme management. The researcher recommended that both Sandvik Zimbabwe Ltd and other stakeholders that act as suppliers of buyers in the supply chain should engage in training facilities such as seminars so as to share the benefits of adopting a good buyer-supplier relationship within the supplier relationship management. This will go a long way in reducing the drawbacks associated with some supplier relationship management strategies such as supplier integration and strategic purchasing.

5.4.4 Effective management of the buyer-supplier relationship

To fully benefit from the SRM value potential, organisations should develop and manage partnerships in a similar way to departments, (Ansari, 2010). A full organisational design approach is recommended, including the organisational chart of partnership and reporting lines and description of roles and responsibilities, definition of objectives and targets, indication of required capacity and skills and competencies and communication structure and planning and control cycle focus on continuous improvement.

5.4.5 Recommendation to further research studies on this topic

This research was focusing on the evaluation of the supplier relationship management strategies on the suppliers' performance in Zimbabwe using a case of Sandvik Zimbabwe. The researcher recommends that further studies should be done on a similar topic but however using different methodology, focusing on other firms other than the one used in this study. Thus similar research studies should be undertaken by collecting data form the buying firm and its suppliers. Important to note is that the findings that will be attained from other research studies will be helpful to the policy makers and to Sandvik Zimbabwe in determining and formulating the strategies on how best good supplier relationship management can be implemented so as to improve Supplier performance. There is also need for research in areas of supplier development and expose the possible benefits for such a study.

Supplier relationship management solutions are still in its early life as the research results have demonstrated, thus researchers have to investigate consistently new application areas to

anticipate potential market trends to develop innovative solutions to improve the current systems' functionalities and capacity as well as companies' purchasing processes.

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