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THE RELATIONSHIP BETWEEN FIRMOGRAPHICS AND SUPPLY CHAIN RESILIENCE OF RETAIL FOOD OUTLETS DURING COVID 19 ERA. A CASE OF CHICKEN INN ZIMBABWE.

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DEDICATION

I would like to dedicate this research to my brother in law.

ABSTRACT

The study focused on finding if there is a relationship between firmographics and SCRES of Chicken Inn, a market leader in fast food restaurants industry in Zimbabwe under the Covid 19 pandemic. The Fast food industry has been facing supply chain disruptions due to Covid-19 pandemic. The analysis helps to understand the driving intensity of one driver over those of others as well as drivers with the highest driving power to achieve resilience. The causal research was used to test the relationship between variables. The sample size was 200 fast food restaurants. Questionnaires were distributed to different Chicken Inn outlets throughout the country and the managers of the purchasing and supply department were the respondents. Data collected was analysed using SPSS (26.0) in order to determine the relationship between the variables and the results were represented in form of tables. The results from the study depicted that there is a positive relationship between customer size and organizational status with supply chain resilience. The researcher recommend that Chicken inn should allow some adjustments in their operations as this will help them to increase the number of people who come to buy from their shop thus not only increasing the number of customers but also organisational performance and status.

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Special gratitude should go to my supervisor Dr Mukucha for his support and guidance in writing this dissertation. I would also like to acknowledge my brother and my sister for their unwavering support, emotionally and financially. Not forgetting the support l got from different fast food restaurants in Harare for providing the information l needed for the completion of this research. My heartfelt gratitude to friends and family for their support

Table of Contents

List of Tables

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Due to supply chain disruptions, most of them caused by natural disasters such as the recent Covid-19 pandemic, it has come to my attention to conduct this research on determining whether there is a relationship between Supply Chain Resilience (SCRES) and company firmographics of fast food outlets. This first chapter provides the background of the research relevant to the study. It also indicates the statement of the problem, objectives, research hypothesis, and significance of the study, delimitations and limitations of the study, the definition of key terms and abbreviations. Finally the chapter will give a brief summary of this whole chapter.

1.1 Background of the study

In Zimbabwe, the fast food restaurant industry is one of the most viable economic sectors whose demand has been rapidly growing although the public has an opinion that the fast food is composed of high saturated fats, "sugars and salt while healthy sector advise to have a little or even zero percentage of those Fraser, Edwards, Cade and Clarke (2010). People have suddenly become so interested in consuming fast food. It has become the staple diet for most working class who have limited time to make home cooked food, Oluwafemi and Dastsne (2016). Simbisa Brands has been the leading player in industry for years, the coming of Chicken slice and TN Grill has increased the appetite for fast foods. Competition among fast foods means that consumers are faced with variety, in a bid to outlay each other, companies has embarked on massive integrated marketing communications that is sales promotions.

Fast food restaurant offer different types of foods, Steers supply beef burgers, chicken and chips, pork ribs and chips. Baker's inn supply chips and smoked sausages, hot dogs, pies quarter chicken and chips. Some fast food restaurants like Hot Plate offer rice, sadza, beef, beans and vegetables. Commonly known restaurants in Harare Central Business District, like Chicken inn, Chicken Slice and Eat n Lick supply pizzas on the market. Chicken inn is also into chicken burgers. Nandos a famous fast food restaurant supply full roasted chickens on the market, chicken and chips. However, this study is going to focus on Chicken Inn Zimbabwe that supply chicken wraps, chicken and chips.

Fast food concept is defined as less dearer food prepared using assembly line technology and it's served over the counter with much emphasis on convenience(Fleischhacker, Evenson,

Rodrgueez and Ammerman 2011).“As these fast foods companies operate they are involved in different supply chains until the products reach the final consumers but in order to meet customer satisfaction due to natural disasters like covid19 pandemic and economic recession which result in supply chain disruptions the fast food restaurant must take a look on whether the firmography of their companies has a relationship with SCR.

Basically Chicken Inn outlets in Harare and Chitungwiza, in particular are to be studied in this research”. The leading fast food restaurant in Zimbabwe source their raw materials locally and some source them outside the boundaries of the country. The raw materials include potatoes, cooking oil, chicken, packaging materials and spices. Despite it having a bigger market share Chicken inn under Simbisa brands company is still moving by opening up many branches countrywide and promising to open other shops in other countries, sources its packaging material from South Africa, get its chickens from Irvines and the potatoes from local farmers countrywide but mostly in Nyanga and Beatrice Farms. Chicken Inn also import their spices from South Africa and purchase cooking oil from Zim gold and Pure drop. ”

1.1.1 Supply Chain Resilience

In the study of supply chain management today, supply chain resilience is a key concept. Understanding this idea and how it relates to supply chain management makes a difference in how well the supply chain meets market demands and how competitive a firm is overall. Understanding a reactive capability and post-disruption activities is necessary for the supply chain's resilience. It also entails making proactive preparations for unexpected events or circumstances inside the organization (Kamal Ahmadi and Parast, 2016).Supply chain resilience is also defined as the risk mitigation strategy for the supply chain through anticipation, resistance, recovery and responses to the foreseen risks in the supply chain (Christopher & Pack,2014).

The construction of supply chain agility, velocity in the supply chain function, collaboration of the stakeholders in the value chain, and the establishment of a risk mitigation culture within the business are all necessary for the development of supply chain resilience (Scholten, Sharkey and Fynes, 2004). According to Forkmann, Varzendaeh, Henneberg, Naude, and Mitrega (2016), businesses are becoming more aware of supply chain disruptions. SC is now a vital part of international businesses and economies. In order to manage the risks that come with technology, uncertain global clients, and complexity in the supply chain function, businesses

are creating chain resilience policies. This will help them stay competitive in the present dynamic market place. According to Fiksel (2015), reducing supply chain risk through conventional risk reduction techniques is supported by statistical evidence. Therefore, risk management strategies based on these conventional techniques for risk mitigation may be challenged by unforeseen natural occurrences as COVID 19. As a result, increasing capacity through the application of resilience capabilities principles should help managing risk using conventional techniques. To maintain continuity in the operations of the firms and sustainability in the competitive environment, Melnyk (2014) reaffirms that the SCM framework must be grounded in its resilience practices.

1.1.2 Organizational Firmographics

The information that can be used to classify firms, such as location, clientele, organization type, and industry, is known as firmographic data. The information is used to categorize organizations into useful groups. These firmographic factors are crucial in assessing how resilient a supply chain is. Despite the fact that there are innumerable variables that can be included, these are often the elements of firmography that are most frequently used: industry type, company size (number of employees), location, organizational status, and organizational performance. Same as an industry, location is another one of the most fundamental and easy ways of firmographics. Grouping companies based on location allows supply chains to respond accordingly to supply chain distruptions. Therefore, companies can be categ As a result of their products or services, all businesses inherently operate in at least one industry, making it one of the most popular ways to analyze firmographics. Companies that sell comparable products and services can be grouped together. Companies can adjust their strategy to combat risk in the case of a disruption thanks to this kind of grouping. Company size data shows how big or small the company is. There are two commonly used parameters to measure the company size: Annual Revenue and Number of Employees. Company size determines the rate at which companies in a given industry respond to supply chain distruptions.

1.2 Statement of the problem

Fast food supply shortages around the nation as a result of the Covid-19 outbreak were among the most talked-about issues in the media, public policy debates, and ordinary dialogue. Demand patterns significantly changed. For the majority of fast food retailers, the supply side of chickens, flour, frying oil, and other resources saw shuttered factories and bare store shelves. Due to this interruption, fast food chains started investigating whether there is a link between corporate firmographics and SCR. Covid-19 had an influence on Simbisa brands, who claimed

that it had a detrimental effect on their business operations. Reduced trade hours, fewer customers waiting in line, and generally poor macroeconomic conditions in the various marketplaces were the causes of this (The Herald 23 September 2021). Most fast food restaurants have strengthened their firmographies in response to the Covid-19 conundrum and the potential victims, hence the goal of this study is to determine whether there is any correlation between company firmographics and SCR.

1.3 Research objectives

1 To determine the relationship between industry type and supply chain resilience.

2 To determine the relationship between location and supply chain resilience.

3 To determine the relationship between customer size and supply chain resilience.

4 To determine the relationship between organizational status and supply chain resilience.

5 To determine the relationship between organizational performance and supply chain resilience.

1.4 Research hypothesis

In seeking to achieve the objectives of the current study, the following research hypothesis would be used:

H1: There is a relationship between industry type and supply chain resilience.

H2: There is relationship between location and supply chain resilience.

H3: There is a relationship between customer size and supply chain resilience.

H4: There is a relationship between organizational status and supply chain resilience.

H5: There is a relationship between organizational performance and supply chain resilience.

1.5 Assumptions of the study

1. All questions will be returned after being fully answered, and the sample will be a true representation of the entire population
2. The respondents are fully aware of what SRES and company firmography are.
3. Accurate, true and unbiased information from respondents.
4. Accurate interpretation and analysis of results will be done regardless of unexpected events which may happen in the course of research.
5. The sample population considered in the study was a full representation of the whole population.
6. There was no bias from the data provided by respondents and accuracy to the best of their knowledge.
7. The research was guided by research hypotheses and responsible authorities at the organization were cooperative.

1.6 Significance of the study

There is hope that this research is going to benefit Chicken Inn Zimbabwe, Student or researcher and Bindura University.

1.6.1 The company

The study examines the crucial knowledge that Chicken Inn should adopt to enhance its SCRES so that it may be aware of its surroundings and adequately prepared to prevent losses or at least minimize them. The organization may identify its vulnerabilities and take remedial action to address them with the help of the knowledge and suggestions gleaned from the research. The study would enhance the company's marketing mix and add to the body of already-used

expertise. Additionally, it would give management a foundation from which to adopt strategic goals and give the business the chance to optimize profits in the event of future crises.

1.6.2 The researcher

This study was conducted as a component of the Bachelor of Business Studies with Honors in Marketing. It helps to improve the researcher's knowledge and research skills, providing an opportunity to combine academic ideas with real-world research study implementation techniques. Furthermore, the research results will still aid in the researcher's development of a deeper comprehension of SCRES ideas and firmography variables. Future marketing efforts will benefit from the study's findings and experience.

1.6.3 The University

Since it will serve to diversify the university's knowledge base, this research will be extremely helpful to Bindura University. Additionally, it will benefit some other researchers that attend the university. It will expand the body of material in the library at Bindura University that other researchers conducting research in the same field of study can use as a reference.

1.7 Delimitation of the study

The study is mainly restricted to Chicken Inn Zimbabwe and it covers only the relationship between SCRES and five company firmogaphics which are industry, location, size, status and performance.

1.8 Limitation of the study

The study will be constrained by organizational policy restrictions. Given that this study only examined one Fast Food retailer, Chicken Inn Zimbabwe, its findings cannot be applied to other businesses. There has been no comparison with other businesses operating in Zimbabwe's same sector. The study is susceptible to common technique variance in terms of methodology. Yee, Yeung, and Cheng (2008) claim that an attempt is made to analyze their association when two or more variables are obtained from the same respondents. Furthermore, the sample size was too small to be extrapolated to a significant number of Chicken Inn locations across the nation. More so, the research failed to prove that there is a relationship between company firmographics and Supply chain resilience.

1.9 Definition and abbreviation of terms

1.9.1 Supply Chain

Mentzer, (2001) describes a supply chain as "a set of three or more entities (organizations or individuals) directly involved in the upstream and downstream flows of products, services, finances, and/or information from a source to a customer. Azevedo 2013) also suggested that a supply chain can be depicted as a system that connects different specialists from the supplier to the end customer through service and manufacturing with the goal of maintaining the flow of goods and information. This is helpful to adequately figure out how to meet the business necessities

1.9.2 Supply Chain Resilience

Christopher & Packs, (2014) defined supply chain resilience as the risk mitigation strategy for the supply chain through anticipation, resistance, recovery and responses to the foreseen and unforeseen risks in the supply chain. Ponomarov (2012) also define SCRES as the adaptive capability of a firm's supply chain to prepare for unexpected events, respond to disruptions, and recover from them in a timely manner by maintaining continuity of operations at the desired level of connectedness and control over structure and function.

1.9.3 Firmographics

Firmographics are descriptive attributes of firms that can be used to aggregate individual firms into meaningful market segments.

1.9.4 Abbreviations

SC----------Supply Chain

SCRES----------Supply Chain Resilience

1.9.5 Summary

The chapter highlighted the background of the study leading to the statement of the problem from which research hypothesis were derived. The significance of the study followed which spelt out keys factors which prompted the writer to carry out the study. The research objective

was stated, assumptions, limitations, delimitations and definition of key terms. The study set to investigate the relationship between company firmographics and supply chain resilience of Chicken Inn Zimbabwe.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

The previous chapter gave an introduction to the research. This chapter is therefore focused on giving the literature review with theories from past researchers. The chapter would predict the relationships between variables that is from the research objectives and the theories that supports them. The chapter therefore, gives the theoretical framework of the study that contains the evidence of the relationship between SCRES and fast food company firmographics.

2.1 Theoretical Framework

2.1.1 Industry type and SCRES

The Industrial Organization Economics Theory and Purchasing Decision Making provide some support for the idea that there is a connection between the kind of industry and SCRES. The industrial organization theory bases its conclusions on how a market is structured, as opposed to the "conversion process, products, and expenses of an individual firm" (Tirole, 1988). (Ramsey, 2001). Therefore, the Industrial Organization (IO) theory focuses on how market structure affects a company's strategy, decision-making, and supply chain resilience. From an IO standpoint, supply chain management is a strategy to create a competitive edge over rivals in an industry (London & Kenley, 2001) and, as a result, to realize the corporate strategy's long-term goal of profit maximization (Caves, 1980).

According to Barthwal, (2010) a branch of microeconomics, industrial economics is concerned with the economic features of enterprises and industries aiming to analyze their behavior and draw moral consequences. However, there are distinctions between those two theories because while industrial economics is less formal and more inductive, microeconomics is more formal and deductive. In addition, microeconomics takes a passive approach to maximizing a company's profits while ignoring its operational features. The operational part of the theory, such as production, is emphasized in industrial economics, which also aims to "understand and explain the working of the present system and, consequently, predict the impacts of changes in the variable system" (Barthwal, 2010). According to the industrial organization theory, a firm's market is more important than the company itself (Ramsey, 2001).

The structure-conduct-performance paradigm, which asserts that there is a "causal relationship between the structure of a market in which a corporation operates, the organization's conduct

and, in turn, the organization's success in terms of profitability, Ramsey (2001) reflects this. As a result, the industrial organization theory concentrates on the overall industry and market circumstances of a company (Ramsey, 2001), and the central analytical aspect can be used to identify strategic choices that firms have in their respective industries Porter, (1981); Teece et al. (1997), which includes Strategic Supply Management.

Furthermore, Adam Smith's classical economic theory lends credence to the idea that there is a connection between SCRES and industry type. The book "Wealth of Nations," written by Adam Smith in 1776, served as the basis for economic theory. He discussed the latent economic theory concepts in his classical theory, such as the division of labor principle and the analysis of product price (Barthwal, 2010). The Industrial Organization Theory was first proposed by economist Alfred Marshall at the end of the 18th century. The firm was the focus of his notion, which he described as a series of interactions between those (Corley, 1990, p. 84). Due to the imperfect information market in the real world, he also factored in the entrepreneurial part of a company's value analysis as the capacity to adapt to changing conditions (Corley, 1990, p. 85). Furthermore, the hypothesis that "market or industry structures determined member firms' conduct and performance" was analysed at the Harvard University by Edward S. Mason and Edward Chamberlin (Corley, 1990, p. 88), but his approach was used by Bain to develop a more generalised model and conclusions (Ferguson & Ferguson, 1994, p. 16).

2.1.2 Location and SCRES

The individual determinant is being examined in this context from the standpoint of individual characteristics. First of all, it's crucial to remember that entrepreneurs build their businesses because they have particular traits or personalities that help them run them successfully. Therefore, the development of entrepreneurship requires these qualities. They became the main topic of this discussion as a result. It is obvious that studies on the traits of entrepreneurs have been conducted extensively, dating back to the work of Cantillon in 1755, Schumpeters in 1934, Say in 1821, McClelland in 1961, and a plethora of other individuals. For instance, Olanrewaju (2009) discovered that small-scale business entrepreneurs perform far better when they possess certain traits. William (2009) noted in his assessment of Zimbabwe's entrepreneurship that if the entrepreneurs themselves or the management of SMEs acquired all the necessary managerial and entrepreneurial skills that form the products of entrepreneurial characteristics, they could translate these skills into entrepreneurial performance. Therefore,

entrepreneurial traits and entrepreneurial development have a positive link. In agreement with this, Mohd (2005) highlighted that entrepreneurial traits can have an impact on the kind of company that is founded as well as how it is managed. Consequently, it is crucial to comprehend the entrepreneurial traits of the entrepreneurs. The personality traits required to create entrepreneurship have been identified in numerous research, including the need for achievement, motivation, knowledge, skills, locus of control, and others. According to Blackman (2003), an individual's traits are both linked to success and have a direct impact on how well an entrepreneurial organization performs. Therefore, Colin, Gerard, David, and Robert (2005) claimed that there is no use in attempting to fit yourself to one personality type over another. However, there are a few very universal traits that are widely acknowledged as being necessary if one wants to guarantee the performance success of the entrepreneurial organization. In accordance with these claims, Lawal (2005) and Ogundele (2007) discovered that entrepreneurial traits—which they referred to as personal and psychological factors—affect entrepreneurial performance in their studies on indigenous entrepreneurial development. In addition, this study considers and focuses on five key individual determinants, including mental capacity, motivation and needs, gender, biological make-up, and attitude. This is because it is fully aware of the complex nature of individual determinants variables in the academic field of entrepreneurship.

2.1.3 Customer size and SCRES

A theoretical framework for the factors that influence consumer services' repeat business Means-end analysis. The means-end theory was first proposed by Gutman (1982). It holds that a customer's knowledge of a product is organized in three interconnected cognitive categories: qualities, benefits, and motivational values. Customers make connections between their understanding of a product's physical qualities and more abstract concepts about its practical and psychological effects, which they then link to even more ethereal motivational ideals (Olson and Reynolds 1983; Walker and Olson 1991). Customers might drink wine coolers at parties because they have less alcohol than mixed drinks (attribute level), which allows them to socialize (they don't get wasted; benefit level), which in turn makes them feel like they belong. This is a famous example given by Reynolds and Gutman (1988). As a result, because qualities serve as means to attain significant ends (such as advantages and values), means-end theory explains why buyers choose particular goods or services (Overby et al. 2004; Pieters et al. 1995).

Applying the means-end principle to repeat buying behavior. We assert that the qualities, benefits, and motivational values of the three general means-end categories of a customer's incentive to purchase frequently from a service provider. According to Dick and Basu (1994), repeat purchase activity shows the behavioral aspect of customer loyalty. This implies that we are interested in all types of repeat purchase behavior, regardless of whether they result from attitudinal loyalty.

The service connection qualities, relationship-driving advantages, and motivating values are the three basic means-end categories that we use. Service relationship attributes are the qualities of a particular service provider that a client is aware of and which motivates the customer to make additional purchases from that provider. Beyond the advantages received from the primary service, relationship-driving benefits refer to the advantages a consumer is aware of from the service provider that encourage repeat purchases. Last but not least, motivational values are a customer's understanding of their desired end states, which transcend particular circumstances and contexts and encourage them to make additional purchases from the provider (Schwartz and Bilsky 1990).

2.1.4 Organisation performance and SCRES

The justification for supply chain resilience can be explained by a number of theories. Strategic Choice Theory, Strategic Choice Theory, and Dynamic Capability Theory will all be used to inform the study. According to the Strategic Choice Theory, there is a connection between the management team's decisions and the company's performance. According to Child (1972), an organization's overall success is determined by the steps it takes to recognize, assess, mitigate, and keep track of unforeseen events or conditions. SCRES is one of the tasks that management of businesses has to complete. Resource-Based Theory contends that businesses employ resources to achieve a competitive edge and so perform better, according to Rumelt (1984).

The Resource Based Theory provides the greatest explanation for how risk identification, appraisal, mitigation, and monitoring require an organization to have specific resources in terms of best practices, technology, and concepts in order to simply curb the hazards in the business. According to Galvin, Rice, and Liao (2014), Dynamic Capabilities Theory (DCT) has emerged as a different strategy to address some of the RBT's flaws. According to Teece, Pisano, and Shuen (1997), the DCT offers path-dependent processes that let businesses construct, integrate, and configure their resource and capability portfolios to adapt to dynamically changing environments.

According to De Rond and Thietart (2007), the Strategic Choice Theory examines how events and an organization's actions interact. In risk management, the SCT's integrative approach is crucial. For instance, Jemison emphasizes cross-functional integration in organizations (1981). The SCT illustrates how risk management, decision-making, organizational performance, and environmental/organizational interaction are related. Child (1972) cites the idea as emphasizing the value of managerial risk management strategies and options. Miles (1978) states that it views organizations as partly influenced by their environment and affected by the choices they make to control environmental disturbances.

Child (1997) further emphasized that the SCT takes an integrative perspective and sees firms as adaptable entities that learn over time how to use their strategic options, which ultimately results in management-directed actions. Therefore, managers' and organizations' responses to unforeseen events and circumstances are determined by the strategic type of organizations, analyzers, defenders, and prospectors. The SCT prospectors claim that the guiding premise is innovation and proactive behavior. Nollet (2005). (2005). They occasionally produce internally and change the types of products they offer. In order to assure manufacturing efficiency and provide a consistent mix of products, the defense pursues the procurement of the goods through reputable suppliers. Shook (2009). (2009).

The Resource Based Theory, on the other hand, focuses on the competitive advantages that the firm derives from its particular set of resources. An organization's resources are separated into tangible and intangible categories. In an organization, tangible assets are collections of resources that can be felt and touched. Intangible resources, which are produced by management and staff members of a business, cannot be seen, touched, or felt. They consist of things like standing, brand recognition, staff experience-based knowledge bases, and corporate intellectual property like patents, trademarks, and copyrights. Montgomery (2011).

The focus on the internal dynamics of the company that gives it an advantage over rivals is the most significant trait of the RBV. The skills, location resources, physical and intangible resources, strategic resources, assets, human resources, technology resources, risk management resources, social resources, and organizational resources can all be used to classify the firm's resources. This theory noted that firms compete on the basis of their uniqueness in terms of corporate resources available to them and how they manage the turbulence of the rusk in the environment.

Barney's resource-based theory was used by Squire, Autry, and Petersen (2014) and Blackhurst et al. (2011) to explain why businesses build resilience into their supply chains to deal with the risks of disruption that the business environment brings. In a similar vein, we suggest that resilience is one strategy used by businesses to adapt to a volatile market environment and improve performance.

The Dynamic Capability Theory by Nikookar and Yanadori (2020) lends credence to the idea that SCRES and organizational performance are linked. According to Abeysekara (2019) and Al-Hanawi, the framework has grown in prominence as a useful resource for illuminating performance patterns across organizations (2021). The model incorporates ideas and tactics that provide companies the ability to endure the turbulence brought on by a volatile market. The DCT produces greater organizational performance and competitive benefits as a result. Grima (2020). (2020).

Dynamic capabilities, according to Piya (2022), entail businesses creating and changing operational procedures to gain a sustained competitive edge. Grima (2020). (2020). The capacity view asks how organizations may help create sustainable human skills at work by establishing or incorporating firm resources to develop the firm's capabilities (2014). According to Matthyssens and Johnston (2006), organizations need to have superior resources and competencies in order to gain a competitive edge. However, a company's performance and competitive advantage are influenced by its capacity to use these resources or skills.

In addition, Yu et al. (2019) used the dynamic capability theory to show how performance and dynamism are related; dynamism is defined as the rate of change. This study demonstrates that supply chain dynamic significantly reduces supply network disruption and resilience. Second, disruptions to the supply chain have a detrimental impact on resilience. Third, through modifying the function of SCR, supply chain disruption impairs firm performance. According to this study, the supply chain's dynamic ability to respond to changes in the external environment is known as supply chain resilience. Supply chain resilience has been shown to positively impact a firm's risk management, market, and financial performance by Wong et al. (2020) in their analysis of supply chain resilience and moderating disruptions to firm performance. They discover that SCR lessens the detrimental effects of supply chain interruptions, including supply-side, infrastructural, and catastrophic disruptions (Wong et al., 2020). According to the findings of this study, resilience is crucial for risk management and market success overall in disruptive times.

2.2 Empirical Evidence

2.2.1 Location and supply chain resilience

According to location theory, businesses or organizations frequently analyze where and why economic activity occurs in order to optimize benefits, Dubé (2016), Kimelberg and Williams 2013, and North 1955. Non-spatial data, which are the results of small or big surveys, have typically been used in this procedure to evaluate suitable locations for creating a new firm (Kimelberg and Williams 2013). According to Kimelberg and Williams (2013), there is a wealth of literature devoted to identifying and deciphering the factors, which can be divided into two categories: (a) studies assessing the impact of a particular factor or set of factors on firm location decisions; and (b) studies deciphering the location decision process for a particular sector of the economy or a company with a particular set of characteristics. In addition to Kimelberg and Williams' (2013) classification, we propose that the literature on business location decisions can be broadly divided into three categories: (a) studies measuring the influence of a particular factor or set of factors on firm location decisions; (b) studies outlining the location decision process for a particular industry or business with a particular set of characteristics; and (c) studies identifying the location factors driving businesses in particular areas.

Additionally, the setting may have an impact on business-level innovation, ergo SRES (Jordan 2015). According to Bhat (2014), the most crucial considerations when evaluating potential locations for new firms include taxes, incentives, environmental restrictions, quality of life and amenities, labor costs and availability, technological infrastructure, transportation, and accessibility. Kimelberg and Williams 2013 also emphasized that this might have a negative effect on a new company or business. For instance, the theme, food quality, ambiance, aesthetics, service, and economic changes all have a significant impact on whether a restaurant will succeed or fail. However, Murillo (2010) went on to say choosing the incorrect client neighborhood, having inadequate access, and having a less dense population in the area could negatively affect the new businesses.

Hadavi., (2015) considers the location of an office building as an amenity that contributes to overall design. Kimelberg and Williams (2013), McGrail et al. (2011), and Vogt (2013) also supports the view that the distance from other municipal amenities, for instance, in a rural area, may make it harder to recruit new employees than an office in a city. In accordance with Watts and Masse's (2013) study, additional elements that also contribute to a location's appeal to the

general working population include amenities like those that are close to universities and colleges, research facilities, the reputation of the neighborhood, restaurants, a local cultural and sports center, and businesses and professions that are similar to those in the area. However, it is clear from these amenities that location and SRES are related.

According to Gordon (1991), a company's organizational culture is influenced by its operating environment, particularly the industry, in order to compete in that industry. The competitive environment in which a firm operates, according to him, is a crucial factor in the development of the fundamental beliefs that underpin corporate culture. According to his conceptual model, assumptions and ideals that are formed for the organizational culture of the firm are translated into "forms" by the industry environment, which is made up of customer requirements, the competitive environment, and societal expectations (constituted by strategies, structures and processes). The performance of the company is consequently impacted by these kinds. Using this justification, we contend that the current state of the world's markets may be able to spark a culture of resilience that manifests itself in "forms" that are resilience techniques. For instance, maintaining excess inventory than necessary in particular locations to continue order fulfillment in the event that a disruptive incident affects one of those sites.

2.2.2 Customer size and SCRES

Flexible, agile, and reengineering-based businesses generate and expand a loyal consumer base. The best measure of customer size (CS), which results in recurrent encounters with customers, is customer loyalty (Hill & Alexander, 2006). Improved understanding of client needs leads to enhanced loyalty, which in turn generates a consistent stream of future cash flows, increasing CS, which may be related to increased performance (Yu et al., 2013). Since businesses that prioritize CS are becoming more aware of its relationship, the advantages of loyalty are now being acknowledged (Yu et al., 2013). Providing each customer with the services they need can increase CS, win, and loyalty (Wang et al., 2021). Customer retention is the result of this connection between CS and loyalty (Hill & Alexander, 2006).

Lack of trust frequently has a detrimental impact on supply chain performance, which is a crucial factor (Kwon &Suh, 2004). According to Dubey et al. (2019), businesses that have built trust with supply chain partners are better able to do tasks like optimizing information flow (Kwon &Suh, 2004). Trust is crucial for creating durable supply chains (Collier et al., 2015; Dubey et al., 2019; Karl et al., 2018). Without trust, a consumer won't be happy, which raises

supply chain risk (Leninkumar, 2017). Along with risk reduction, trust fosters stronger relationships between supply chain participants, which enhances supply chain agility and innovation (Chen,2019). Benefits also include lower transaction costs associated with verifying partner performance (Kwon &Suh, 2004), higher levels of buyer satisfaction (Ghosh & Fedorowicz, 2008), and the development of collaborative alliances, which without trust cannot otherwise be built or sustained (Fawcett, Jones, & Fawcett, 2012)

2.2.3 Organisational status and SCRES

A company's status indicates how well it has performed throughout time in meeting the demands of many stakeholders, such as clients, shareholders, and job seekers says Freeman, (1984); Yoon, Guffey, & Kijewski, (1993). Fombrun and Shanley (1990) claim that an organization's status—also known as reputation—is a crucial indicator of its tactics, jobs,products, and potential for growth in comparison to other companies. The advantages might be substantial for firms that are regarded as having high status. For instance, Milgrom & Roberts, (1986) suggests that companies with high status can set higher prices improve their access to capital markets and resources, attract better job candidates Cable & Turban, (2003) Lawler, Kuleck, Rhode, & Sorenson, 1975; Rynes, Bretz, & Gerhart, 1991), and create a workforce that is willing to work longer hours or for less pay (Roberts & Dowling, 2002). All of the research points to the fact that improving SRES for any business depends significantly on the condition of the organization.

According to Sumanth (2011), having high prestige might help a business justify its selective recruiting practices, increasing the likelihood that candidates will accept stringent hiring criteria. According to study, people with high status are more likely to have their discoveries acknowledged as socially acceptable, desirable, and legal since their status permits them to deviate from established norms, affirmed Sherer & Lee (2002). Thus, high-status organizations have more freedom to display nonconforming behavior in the same manner that they can use their idiosyncrasy credits (Hollander, 1958) to stray from group norms without being penalized Ashforth & Gibbs, (1990); Hollander, (1958); Phillips & Zuckerman, (2001). Constituents may even see such activities favorably, as shown by research suggesting that high-status actors' nonconformity may actually increase their status, according to Berkowitz & Macaulay (1961). This alone can show that high status firms are able to adapt rapidly and endure supply chain interruptions.

2.2.4 Organizational Perfomance and SCRES

Literature relating to supply chain resilience and firm performance is growing with customer satisfaction beginning to integrate into the measurements of this metric. The primary research question in this stream is related to the impact of SCR on firm performance through customer satisfaction. Liu et al. (2018) applied a resource-based view to establish a theoretical foundation focusing on the Taiwan shipping industry via surveys to determine SCR and firm performance. Infirm evaluation, operational, and financial performance are integrated, including customer loyalty and customer satisfaction. Liu et al. (2018) found that supply chain resilience (SCR) is measured through risk management culture, Agility, integration, and supply chain re-engineering.

Abeysekara et al. (2019) studied 80 Sri Lankan apparel manufacturers to determine the impact of SCR on firm performance and competitive advantage. In this study, as customer relationships improved, business performance tended to increase. Further, the researchers found that SCR has a positive effect on a firm's performance. The supply-chain risk management culture improves SCR capabilities such as agility, collaboration, and reengineering. The foundation of firm performance comprises both financial and non-financial criteria; while the literature has established much on financial metrics, non-financial metrics must are necessary to understand firm performance better.

The idea that organizational success and SCRES are related is supported by a number of factors. Financial stability is cited by Fiksel et al. (2015) as a resilience component. To be robust to interruptions, a company needs to be able to withstand changes in cash flow. According to Kamalahmadi and Parast (2016), in order to overcome the disruption and return the supply chain to a strong state of operation, it is required to recover and respond with quick and efficient reactive plans. To be able to do this, a company must have the financial means to cover the costs associated with returning to a healthy condition of operations after a disruptive event has affected it. Our presumption is that a company with strong financial standing would be aware of the appropriate financial action to take given the situation, for example insurance against certain type of events, inventory investments, multiple production facilities. Sheffi (2005) uses the use of insurance in the face of natural disasters as an example. According to him, insurance businesses are able to provide accurate statistical forecasts since previous statistical data is readily available, and insurance can be one of the strategies used to increase resilience. Such a company would understand not only when and how to safeguard against probable disruptions, but also how to allocate capital generally to improve performance. The financial stability of

the company we are referring to as having financial resilience is the first indicator of resilience that we consider.

While looking at the impact of disruptions, Hendricks and Singhal (2003) empirically test the impact of disruptions on firm performance using stock value, inventory costs, operational costs and long term stock value as a performance measures. They also test the mitigation impact of operational slack that sheds light on the impact of resilience.

However, there isn't a study that uses a performance variable that accounts for both expenses and revenue to experimentally assess the relationship between risk and resilience. We are interested in the overall effects of the factors in this study on firm performance, so we used gross margin as the performance indicator. Gross margin is the portion of revenue that a company keeps after deducting its cost of goods sold. It is a useful tool for determining how risks and resilience affect corporate performance.

2.3 Gap analysis

Based on earlier research completed by researchers throughout the world, the researcher decided to move forward with the current study because it is not a duplicate and is not the first to be done in this field of supply chain resilience. The researcher discovered that most studies were undertaken in nations like China and Spain, however this study will be carried out in Zimbabwe. While earlier studies concentrated on small and medium-sized businesses and the pharmaceutical industry, this study exclusively looked at fast food outlets in Zimbabwe. Also the sample size of this study is a bit lower than those of the previous studies. This research is also justified as most of the previously done researches were carried out some years ago and a lot have changes, especially in terms of technology hence there will be a difference on the current research findings.

2.4 Chapter summary

The literature on the correlation between firmographic factors and SCRES was reviewed in this chapter, both theoretical and empirical .The researcher examined the theoretical framework created by many writers in an effort to determine how firmogaphics relates to supply chain resilience.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter heralds the research methodology that was utilised in the processes of data collection, processing, organisation, analysis and presentation. It details all the steps and procedures that the researcher implemented in gathering information needed to solve the research problem. Furthermore, this chapter gives detailed information on research design used in carrying out the study, justification of the use of specific research instruments, data collection procedures, sampling methods, sampling procedures and sample size are highlighted in this chapter.

3.1 Research Design

This is the plan and structure that the researcher used for investigation conceived as a strategy to obtain answers and responses to the research questions and constituted the blue print for collection and analysis of data as prescribed by Schinder (2003). It's a strategy that outlines how, when, and where data will be gathered and evaluated. Furthermore, Smith (2005) defines research design as more than just a method for collecting and analysing data; it is also an overall configuration of a piece of research that determines what kind of evidence is gathered, where and how that evidence is analysed, and interpreted in order to provide good answers to the research question. According to De Vaus (2006) it is the overall strategy chosen to unity various components of the research in a coherent and logical way to ensure the research problem has been effectively addressed. It therefore gave this study a framework of the research plan of action. The researcher used the descriptive research design as the master plan to answer the questions of this study.

3.1.1. Descriptive Research

In this survey, a causal research design was employed. According to Zikmund (2003), this kind of research design tries to find significant links, ascertain whether genuine relationships exist, or validate the validity of relationships between the SC phenomena. The goal of causal designs is to identify the causal connections between variables. In this instance, the research design

stipulated that a sample of supply chain managers be drawn, with the main goal being to draw conclusions using statistical analysis, such as correlation, to evaluate the association between corporate firmographics and SRES.The rationale behind the use of causal design in this study is that it makes generalized, inductive and probabilistic inferences about the defined target population as a whole. In this study, the design was used to collect quantitative data from respondents and analyzed it so that inferences were made about the population parameters.

Cooper and Schindler (2011) also explained about the nature of causal research designs. They are designed to discover associations among different variables in a particular phenomenon. As done in this research, a causal design was employed to analyze bivariate relationships and cross tabulations between interrelated variables surrounding the subject. Hypotheses were tested to determine association between five fimographic variables and SCRES. The task of the design is to determine if the variables are independent and if they are not, then to determine the strength of the relationship.

3.1.2 Justification of Descriptive Research Design

Descriptive research enabled the researcher to condense large volumes of data obtained from respondents into few summary measures. It is primarily concerned with recent although it often considers past events and influences as they relate to the condition. The research design also allowed the researcher to convert data into numerical indices and also to employ analysis techniques to generalise findings from a sample of respondents.

It is carried out with specific objectives and hence it results in definite conclusions. The researcher made use of interviews with clearly stated questions to avoid misunderstandings by the respondents. The researcher chose the descriptive research design because it relies on both primary and secondary data. Leedy (1997) acknowledges that a descriptive research is more realistic in the sense that it acknowledges whatever is observed at any time as normal and can be observed again elsewhere under similar conditions.

3.2 Target population

The target population, according to Lavrakas (2008), is every individual for whom inferences are to be drawn from survey data. Thus, the subjects for which the survey's results are intended to generalize are defined by the target population. Target populations must be clearly specified because their definition impacts whether or not samples are acceptable for the survey,

according to Lavrakas (2008). Population is defined by Jager (2012) as the group of individuals who were chosen at random by the researcher to supply data for the investigation. According to Cooper and Schindler (2014), population refers to the entire set of factors from which we want to draw conclusions. Thus, the target of the population are staff members of Chicken Inn outlets in all 222 outlets in Zimbabwe who are involved in procurement/supply chain activities or processes. The choice of the managerial staff involved in procurement activities at Chicken Inn was mainly because they are the ones who experience the effects of SCRES.

3.2.1. Sampling Frame and Sample size

This is the sample taken from the entire population of the Chicken Inn to represent supply chain managers, logistics managers, or their equivalents while sharing the same traits. A sample, according to Stubbs (2011), is a group of components chosen from the research population to simulate the same for the purposes of analysis. The supply chain managers were chosen from the various Chicken Inn brunch locations across the nation, and the respondents came from all Chicken branches in Zimbabwe.Sample size is the determined total number of sampling units required to be representative of the given target population, according to Shiu et al (2009); that is, the number of items (people or objects) that must be included in a drawn sample in order for it to be accurate. The researcher used a sample size of 222 with a confidence level of 3%.

Table 3. 1 Determining sample size for a given population (Saunders 2005)

Population	**5%**	**3%**	**2%**	**1%**
50	44	48	49	50
100	79	91	96	99
150	108	132	141	148
200	132	168	185	196
250	151	203	226	244

Adapted from Saunders (2005)

3. 4 Research Instruments

According to Fill (2006), “a research instrument is a tool that is used to collect, measure, and

analyse data connected to a study topic. Research instruments, according to Bell (1992), are tools used to obtain essential data from respondents. In this study an online questionnaire was used as a data collection tool. Milne (2002) claims that when using a questionnaire, respondents may be unwilling to answer the questions. Respondents may also be reluctant to reveal the information because they believe they will not benefit from responding and may even be penalized if they do". Respondents in this study were told why the information was being collected and how the results would be beneficial. "They were asked to respond honestly and were told that a negative response is just as valuable as a positive one. If at all possible, the questionnaire should be completed anonymously". Furthermore, when using a questionnaire, respondents may respond superficially, especially if the questionnaire takes a long time to complete, so the common error of asking too many questions was avoided. The questionnaire was created with the use of the measurement scale adapted from Gölgeci & Ponomarov (2014). The researcher used a 7-point Likert scale with five items to measure supply chain resilience.

Validity, according to Shiu et al. (2009), is the degree to which a research instrument serves the goal for which it was built, as well as the amount to which the findings drawn from an experiment are correct. Validity establishes whether or not the research accurately measures what it was designed to measure, as well as the accuracy of the research findings.
According to Joppe (2000), "reliability is defined as the extent to which results are consistent over time and an accurate representation of the total population under study, and if the results of a study can be reproduced using a similar methodology, then the research instrument is considered to be reliable."

3.4.2. Procedure for Data Collection

The information was collected from Chicken Inn outlets in Zimbabwe. Primary research was done through the use of online google forms sent out to respondents through email and WhatsApp. The benefits of using primary research are the data collected is raw. A target population of full-time managers working in Chicken Inn outlets, many of which had been employed during Covid 19 times, were surveyed. The participants held executive positions in supply chain, purchasing, and logistics management functions with at least several years of relevant work experience. The presence of relevant work experience was essential to obtain reliable responses from the respondents to survey questions. The researcher administered the online survey and sent 3 reminders in 10-day intervals.

The researcher also used secondary data when carrying out this research. Secondary data is obtained through the use of previous related records on SRES. Secondary data provided comparative and contextual information that resulted in other discoveries and clarification of what is happening as far as supply chain resilience is concerned. Data collected for other purposes, uses and relevant to other particular studies provided background principles and logical assumptions for this study's inquires. Information from academic print and electronic books, e-journals, business magazines and relevant articles were used for this purpose. Also Chicken Inn Annual Newsletters, market share analysis, strategic plan, sales records and financial accounting were used.

After designing the questionnaires, the researcher then used those questions to design google forms before carrying out a pilot survey. A pilot survey was done to exclude irrelevant and unnecessary information. When carrying out a pilot survey, the researcher examined 60 Bindura University Level 4 Marketing students and made sure that they understood the objectives of the study before filling in questionnaires. The outcome was good as per the fact that all students understood SCRES concept from previous studies so it was easy to understand the questionnaire.

3.6 Data analysis and presentation

Data analysis, according to Oppenheim (1992), is the summarization and simplification of data. After the data from the field has been obtained, cleaned, sorted and coded, the Statistical Package for Social Sciences (SPSS) software, version 26.0 will be used to input and analyze the data. Simple frequencies and crosstabs will be adopted since this was an exploratory research. Tables will be constructed to reflect scenarios, together with the use of simple descriptive statistics like measures of central tendencies. The researcher used SPSS to analyse data as it is supported by Salkin, (2008) who states that SPSS helps to convert raw data into useful information that can be easily interpreted.

3.7 Chapter Summary

The chapter provided information on research methodology, research design, and research instruments. This chapter discussed the research target population, sample size, sampling procedures, data sources, data collection instruments, and data collection procedures.

CHAPTER IV
DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This section includes data visualization and analysis of the study's findings. For the Chicken Inn restaurants in Zimbabwe, data was collected and then analyzed using SPSS version 26.0 to produce the results of the relationship between supply chain resilience and firmographics, which include client size, geography, industry type, organizational performance, and organizational status.

Data Analysis

Data analysis was conducted in three phases. The first phase involved the validation of the measures representing latent variables (constructs) using exploratory factor analysis (EFA). EFA is a multivariate statistical tool that is used in the development of parsimonious psychometric measures through the stages of extraction, rotation, and interpretation Hair et al., 2014; Williams, (2010).

The testing of hypotheses was the focus of the second stage. With the help of the factorial Analysis of Variance (ANOVA), hypotheses were tested. To evaluate whether there are any significant differences between the arithmetic means of three or more independent groups, a parametric statistical technique called an ANOVA is performed (Sekeran & Bougie, 2009; Fisher, 1925). A metric dependent variable and two or more categorical independent variables that serve as a grouping dimension make up a factororial ANOVA (Salkind, 2010). (Cooper & Schindler, 2008). Prior to testing the hypotheses, the normality and homoscedasticity assumptions of the ANOVA were examined using the Kolmogorov-Siminov, Shapiro-Wilk, and Levene's tests, respectively.

4.1 Response rate

The questionnaires were distributed to all Chicken inn outlets in Zimbabwe and the purchasing and supply department managers were the respondents. The sample size used was 222. The response rate obtained is shown on the table below

Table 4. 1 Questionnaire response rate

RESPONDENTS	ISSUED	RETURNED	RESPONSE RATE
Managers	222	200	90%

Table 4. 2 Demographic Profile of respondents

Category		Frequency	Percent (%)
Gender	Male	147	73.5
	Female	53	26.5
	Total	200	100
Age	18-24	9	4.5
	25-30	92	46.0
	31-36	99	49.5
	Total	200	100.0
Marital status	Married	171	85.5
	Single/Divorced/Widow/er	29	14.5
	Total	200	100.0
Duration of service	0	4	2.0
	1-3 years	85	42.5
	4-6 years	22	11.0
	7-9 years	40	20.0
	10 years & above	49	24.5
	Total	200	100.0
Education	First Degree	4	2.0
	Master's	171	85.5
	Doctorate	25	12.5
	Total	200	100.0
Position held	Logistics manager	86	43.0
	Supplychain manager	114	57.0
	Total	200	100.0

The table above (**table 4.2**) "shows the demographic profile of managers of the purchasing and supply department of Chicken Inn outlets in Zimbabwe. On gender, female got 26.5% and male contribute the remaining 73.5% of respondents. On age range majority of respondents falls under the age range of 25-30 with the percentage of 46% and 31-36 with 46%. Lastly, the remaining 4.5% was accounted for by the age range of 18-24.

The table also depicts the percentage numbers for the marital statuses of the respondents, 85.5% of them were married and 14.5% were either single or divorced. On duration of service, the largest percentage of 42.5% was accounted for by those managers who had served for a period of between 1-3 years, followed by those who had served for 10 years and above with 24.5%. The managers who had served between 4-6 and 7-9 years got 11 and 20% respectively. Lastly, the remaining 2% fall under those managers who had served for less than a year in the fast food restaurant industry.

The respondents' educational levels are as follows: doctorate with 12.5% and master's with 85.5%. The final 2% of the population was made up entirely of managers with first degrees. Supply chain managers and logistics managers took part in the study, as shown in Table 4.1 above. 43% of the workforce were logistics managers, and 57% were supply chain managers.

4. 3 Scale dimensionality

According to Segars (1997), unidimensionality is the presence of just one main dimension. In contrast to the conceptual view point, it measures the study's dimensions because some of them, like temperature, cannot be measured directly. Because these measures can only approximate the actual results, it is proper to measure each dimension separately using a number of items in order to capture the variance fairly and objectively. The data was tested for factorability using the Kaiser-Meyer-Olkin (KMO), and the Bartlett's test of sphericity (Bartlett, 1954). As indicated in Table 4.3, the KMO index was 0.883, and the Bartlett's test of sphericity was $X^2(270)=1247.487$, $p=0.00$ (Kaiser, 1974). All these tests indicated that the data was suitable for factor analysis. Having ensured that the data was suitable for factor analysis, all the 5 items measuring supply chain resilience of fast food restaurant were entered into a dialogue box of factor analysis. Table 4.2 shows that only one factor was extracted with all the items loading on that respective factors.

4.3.1 Supply Chain Resilience

The resilience of Supply chain involves the understanding of a reactive capability, post disruption actions, and proactive efforts to prepare for the unprecedented events or conditions in the organisation. In this research Supply Chain resilience was measured using five

questions which were employed from Gölgecia & Ponomarov (2014). The questions asked were centralized on how the firm adjust its operations to withstand supply chain disruptions. These five items were: (1) Our firm's supply chain is able to adequately respond to unexpected disruptions by quickly restoring its product flow. (2) Our firm's supply chain can quickly return to its original state after being disrupted. (3) Our firm's supply chain can move to a new, more desirable state after being disrupted. (4) Our firm's supply chain is well prepared to deal with financial outcomes of supply chain disruptions. (5) Our firm's supply chain has the ability to maintain a desired a desired level of control over structure and function at the time of disruption.

Kaiser-Meyer-Olkin measure of sampling adequacy was .88 and the Bartlett's test of sphericity was statistically significant, $p<.001$ which indicated that the data was appropriate for factor analysis

Table 4. 3 Factor Analysis results of Supply chain resilience

Item	**Factor**
Our firm's supply chain is well prepared to deal with financial outcomes of supply chain disruptions."	.870
Our firm's supply chain has the ability to maintain a desired a desired level of control over structure and function at the time of disruption.	.858
Our firm's supply chain can move to a new, more desirable state after being disrupted."	.813
Our firm's supply chain can quickly return to its original state after being disrupted.	.787
Our firm's supply chain is able to adequately respond to unexpected disruptions by quickly restoring its product flow. "	.736
Variance Explained	66.29%
Eigen value	3.32%
The Kaiser-Mayer-Olkin measure of sampling adequacy	.883

The Bartlett's test of Sphericity	.00
Reliability	.907

Source: SPSS output

Principal factor for analysis extracted one factor with five items. Each item with a factor loading exceeded .50 (**table 4.3**). This single factor explained 66.29% of the total variance. Therefore the unidimensionality of supply chain resilience was confirmed. The loading of items on their respective factors and the absence of cross loadings as indicated in Table 2 provided evidence of convergent validity for factor 1, (Costello & Osborne, 2005). The Cronbanch's reliability test indicated that the reliability score was .907 which indicated good internal consistency of the negative effect scale

4.3.2 Reliability

According to Churchill (1979), reliability assesses a latent variable's internal consistency, or the degree to which a number of measurement items that reflect it are in accord with one another. The table below is the reliability statistics table which provides the value for Cronbanch's alpha. The results must reflect a high reliability which must be above .70. Moreover, if the reliability of the variables is above the minimum threshold, then it indicates a high level of internal consistency with respect to the specific sample

Table 4. 4 Reliability Statistics

Cronbach's Alpha	N of Items
.907	5

Source: Primary source

The table above shows the reliability statement of the latent variable of the study. Copper and Schindler (2003) states that, the reliability constructs which is acceptable should be above 0.7. The Cronbanch's alpha for supply chain resilience was .907. The results indicate that the variable was reliable as the results for all the variable is above the minimum threshold which is above 0.7.

4.3.3 Validity test

The data were also examined for convergent validity by the researcher. According to Boudreau, Gifen, and Staub (2001), the measure's validity emphasizes that it contains a sufficient and

representative group of items that tap the concept's domain.

4.3.3.1 Convergent Validity

According to Steenkamp and Trijp (2009), convergent validity assesses the homogeneity or convergence between the individual items that measure the same construct. It concerns how accurately a test assesses a concept that it was intended to assess.

Table 4. 5 Convergent validity

Factor Matrix	
	Factor
	1
SCR4	.870
SCR5	.858
SCR3	.813
SCR2	.787
SCR1	.736
Extraction Method: Principal Axis Factoring.	
a. 1 factors extracted. 5 iterations required.	

The table **(table 4.5)** above shows the pattern matrix where items of the same variable loaded under one factor which shows that there is convergent validity. Convergent validity was established because all items loaded into a single factor.

4.4 Hypothesis testing

Once unidimensionality, construct validity, reliability, and measurement invariance had been demonstrated, the study moved on to the second step of data analysis, which involved testing hypotheses. Using factorial ANOVA, hypotheses were tested. Statistical hypotheses were evaluated prior to applying factorial ANOVA to the data set. For statistical conclusions to be reliable, certain conditions known as statistical assumptions must be satisfied. Normality and homoscedasticity were the hypotheses put to the test. For statistical analysis utilizing parametric approaches, Yap & Sim (2011) emphasized the critical need of validating the normalcy assumption. The test of normality was conducted using a Shapiro-Wilk's test. According to Yap & Sim (2011), a Shapiro-Wilk test is an asymmetric distribution test based on regression and correlation.

4.4.1 Factorial ANOVA

Table 4. 6 Multivariate Analysis

Source	df	F	Sig.	Partial Eta Squared	Observed Power
Corrected Model	90	1.603	.009	.570	1.000
Intercept	1	1221.089	.000	.918	1.000
Customer size	2	3.786	.026	.065	.679
Location	2	1.912	.153	.034	.390
Industry type	3	.302	.824	.008	.107
Organizational performance	3	5.402	.002	.129	.928
Organizational status	2	.074	.929	.001	.061

A factorial ANOVA was conducted on to find the relationship of five independent variables (customer size, location, industry type, organizational performance and organizational status) on supply chain resilience. From table 4.5, only two effects were statistically significant at the .05 significance level and the other three factors were not significant. The main effect for customer size yielded an F ratio of $F(2,109) = 3.786$, $p < .026$, indicating a significant level.

From table 4.5, customer size and organizational performance had p-values of .026 and .002 respectively indicating a significant level. We can then conclude that on average, there is a relationship between customer and organizational performance with supply chain resilience. Location, industry type and organizational status indicating p-values of .153, .824 and .929 respectively. The interactions are not significant hence we can conclude that there is no relationship between supply chain and location, industry type, and organizational status.

After caring out a factorial ANOVA test, a Tukey's HSD post hoc test was conducted to determine the pairs that had the differences (Toothanker, 1993). Tables below shows the results of post-hoc multiple comparisons test.

4.4.2 Tests of Normality

For statistical analysis utilizing parametric approaches, Yap & Sim (2011) emphasized the critical need of validating the normalcy assumption.The test of normality was conducted

using a Shapiro-Wilk's test (Shapiro & Wilk, 1965). A Shapiro-Wilk test is a regression and correlation based test which asymmetric distribution test.

Table 4. 7 Tests of Normality

	Market size	**Kolmogorov-Smirnov[a]**			**Shapiro-Wilk**		
		Statistic	**df**	**Sig.**	**Statistic**	**df**	**Sig.**
SCR	A highly focused niche market	.176	144	.000	.863	144	.000
	International market	.200	55	.000	.828	55	.000
a. Lilliefors Significance Correction							
b. SCR is constant when Market size = Global market. It has been omitted.							

Table 4. 8 Tests of Normality

	Number of people employed	**Kolmogorov-Smirnov[a]**			**Shapiro-Wilk**		
		Statistic	**df**	**Sig.**	**Statistic**	**df**	**Sig.**
SCR	100-149	.184	108	.000	.855	108	.000
	150-199	.180	72	.000	.845	72	.000
	200 or more	.204	20	.028	.835	20	.003
a. Lilliefors Significance Correction							

Table 4. 9 Tests of Normality

	Organizational structure	**Kolmogorov-Smirnov[a]**			**Shapiro-Wilk**		
		Statistic	**Df**	**Sig.**	**Statistic**	**df**	**Sig.**
SCR	An individual firm	.196	10	.200*	.870	10	.101
	Subsidiary of a larger organization	.180	137	.000	.848	137	.000
	Limited liability corporation	.192	43	.000	.820	43	.000
	Partnership	.316	10	.006	.798	10	.014
*. This is a lower bound of the true significance.							
a. Lilliefors Significance Correction							

Table 4. 10 Tests of Normality

	Annual revenue	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
SCR	5000-9000	.279	16	.002	.787	16	.002
	10000-14000	.229	69	.000	.813	69	.000
	15000-19000	.119	26	.200*	.922	26	.049
	20000 or more	.162	89	.000	.873	89	.000
*. This is a lower bound of the true significance.							
a. Lilliefors Significance Correction							

Table 4. 11 Tests of Normality

	Growth trajectory	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	Df	Sig.
SCR	Growing	.191	98	.000	.836	98	.000
	Stable	.213	73	.000	.826	73	.000
	Downsizing	.214	29	.002	.889	29	.005
a. Lilliefors Significance Correction							

In the SPSS output of five variables tested for normality above, all the probabilities are less than 0.05(the typical alpha level), so we reject all the five hypothesis as they are significantly different from normal.

4.4.3 Homoscedasticity

According to Zikmund & Babin (2013), homoscedasciticity is a prerequisite for homogeneity of variance in ANOVA testing. To check for homoscedasticity, a Levene's test of equality of variance was utilized. According to Hair et al. (2014), the Levene's test contrasts the variance of a metric variable across levels of a nonmetric variable. Levene, (1960) emphasized that since there are slight variations between each sampling, Levene's test is used to test the null hypothesis that the sample being examined comes from a population with the same level of variation.

Table 4. 12 Levene's Test of Equality of Error Variances

F	df1	df2	Sig.

2.766	90	109	.000
Tests the null hypothesis that the error variance of the dependent variable is equal across groups.			

The results of homoscedasticity tests are shown in Table 4.12. The obtained significance level is below the specified significance threshold of 0.05. Since there is a difference in the variances of the five groups, the null hypothesis cannot be sustained. As a result, we can rule out the firmographics and SCRES hypotheses because they violate the homogeneity of variance assumption required for an ANOVA.

4.5 Discussion

This study aims at explaining the relationship between company firmographics and SCRES. In order to measure the relationship, company firmographics variables used were customer size, location, industry type, organizational performance and organizational status. The factorial ANOVA was used to interpret the hypothesis results but only two of the five variables met the expected significance level of factorial ANOVA. However the data failed to meet the homoscedasticity assumption and the normality assumption.

The results shows that, there is a statistically positive significance between customer size and SCRES. In short according to the results from the analysis, we can conclude that, fast food restaurants such as Chicken Inn are encouraged to continuously improve their marketing efforts in order to increase their customer size since it has a significant effect to SCRES. Yu et al., (2013) states that increased Customer Size, which may be attributable to increased performance, results from improved comprehension of customer requirements driving increased loyalty, which in turn yields a steady stream of future cash flows enhancing a better supply chain resilience. Paul, (2009) also supported the view that the paradigm shift of doing business is the recognition of the importance of customers which is the best phenomenal to any organization in whatever sector it is operating or belongs.

The conceptual framework proposed in this paper can help supply chain managers realize the importance of understanding the relationship between their companies firmographics variables and antecedents of customer satisfaction and resilience to make better decisions and improve

performance metrics. Based on this review, it is recommended that firms understand the impact of supply chain resilience to their organizations to minimize disruptions by examining the integration of one or several firmographic variables, including but not limited to customer size, location, industry type, organizational performance, and organizational status.

Second, firms are the key players in supply chains. Therefore, managers need to understand that disruptions and environmental uncertainties create a domino effect impacting the entire supply chain. Third, firms must reshape how SCR is measured by considering various performance indicators, including the customer. Finally, measuring organizational performance challenges some critical assumptions of existing theories of performance measurement. Scholars need to expand these traditional methods by considering customer satisfaction essential in creating supply chain resilience.

4.6 Summary

The research results show that there is a statistical positive significant between only two of the five firmographic variables (customer size and organisational status) and supply chain resilience. The chapter focused on data presentation and analysis linking the results with studies and theories linked to the variable of the research.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction`

This chapter's main focus is to summarise findings and conclude them then also give recommendations of the findings as according to the results of the impact of supply chain resilience variables on SRES on all Chicken Inn outlets in Zimbabwe.

5.1 Summary of findings

This research was done in order to investigate the relationship between company firmographics and SCRES of Chicken Inn outlets in Zimbabwe. It is against this topic that the objectives were crafted. The objectives of this research project were to reveal the relationships between The gathering of data was done using the causal research design. Data was analysed using the Statistical package for Social Science 26.0 using factorial ANOVA. A sample size of 200 Chicken Inn outlets was used to determine the relationship of firmographics and SCRES.

5.1.1 To determine the relationship between customer size and supply chain resilience.

Investigating the relationship between customer size and SCRES was the first objective of the study. The findings shows that there is a positive statistically significant relationship between customer size and SCRES. This is shown by the significant level of .026

5.1.2 To determine the relationship between location and supply chain resilience.

The second objective was aimed at finding the relationship between location and SCRES. The findings shows that there is no statistically significant relationship between customer size and SCRES evidenced by the significant level of .153.

5.1.3 To determine the relationship between industry type and supply chain resilience.

The third objective was to determine the relationship between industry type and SCRES. The data gathered from 200 Chicken Inn managers indicated that there was no significant relationship between industry type and SCRES. This was proved by a significant level of .825

5.1.4 To determine the relationship between organizational perfomance and supply chain resilience.

The other objective was to determine the relationship between organizational performance and the SCRES of the fast food restaurant. Despite the support from empirical evidence, the results

from the study indicated that there is no relationship between the performance of an organization and SCRES. This is shown by high significance level of .129.

5.1.5 To determine the relationship between organizational status and supply chain resilience.

The last objective was to determine the relationship between organizational status and SCRES of a fast food restaurant. From the research, since the significant level was .001, we can safely say that the status of an organization has a relationship with SCRES.

5.2 Conclusions

The results shows that firmographic variables that are customer size and organizational status have a significant relationship with supply chain resilience. Fast food restaurants therefore should make all the adjustments where necessary rather than putting necessary efforts and resources to finding ways of improving number of customers and the status of an organization.

5.3 Recommendations

In order for the firm to quickly respond to supply chain distruptions such as Covid 19, firms has to keep their firm characteristics in good shape and alter the way they do business to remain effective and still be safe.

5.3.1 To determine the relationship between customer size and SCRES

In order to increase the number of customers, fast food restaurants has to provide high standard chicken, chips and burgers so as to maintain positive word of mouth. Word of mouth referrals are some of the most effective ways to reach customers, although many businesses shy away from making an ask. More so Chicken Inn can also make use of cost effective online marketing tools such as website and social media to support existing customer base and obtain new ones. Having more customer base will help to have more supply chain resiliance.

5.3.2 **To determine the relationship between location and supply chain resilience.**

Based on the above conclusions, location was excluded from the variables when we analysed data using the SPSS 26.0 but we cannot rub off the concept as it is also vital in the day to day running of the business. Fast food restaurants should consider location as it has a stronger effect on organizational performance hence there is a relationship with SCRES. Business location examine the cost of running all operations hence directly or indirectly, location is related to SCRES. However it is then recommended for the fast food restaurants to operate in areas where labor is readily available, where land cost is cheap and where transport is readily available.

5.3.3 To determine the relationship between industry type and SCRES.

Despite the fact that industry type was excluded from the hypothesis testing above, we can not rub the fact that industry type is of paramount important when analyzing SCRES. This has been seen during Covid 19 era where certain industries were affected more than others. However every industry has to find ways to make itself more resilient to any type of disruption. Chicken inn can take advantage of the healthy side dishes being offered by other restaurants for example instead of chicken fries they can offer low fat dressing or a baked potato. Orr add a fruit bowl or a fruit and yogurt option to their meals.

5.3.4 To determine the relationship between organizational performance and SCRES.

From this study it was evident that there is no relationship between the performance of a fast food restaurant and SCRES regardless of Fiksel et al. (2015) stating that financial strength is a resilience factor. A firm must be able to absorb fluctuations in cash flow in order to be resilient to disruptions. Kamalahmadi and Parast (2016) establish that it is necessary to recover and respond by immediate and effective reactive plans to transcend the disturbance and restore the supply chain to a robust state of operations. Since there is a lot of empirical evidence to support the view that there is a relationship between the performance of an organization and SCRES, organizations has to work very hard to perform better in the market so as to have an upper hand in responding to supply chain disruptions for example those companies which had invested in electronic commerce performed better during Covid 19.

5.3.5 To determine the relationship between organizational status and SCRES.

In conjuction with the conclusions drawn above and the results from the hypothesis testing using SPSS 26.0 we can conclude that there is a relationship between organizational status and SCRES. This implies that decision makers in an organization has an impact on deciding whether a supply chain will be resilient to supply chain disruptions or not. In a bid to see fast food restaurants being more resilient to disruptions, firms has to employ highly skilled managers to facilitate making and implement very efficient decisions.

5.4 Suggestion for the future research

The future research should investigate the relationship of firmographics and SCRES in all fast food restaurants offering different types of food such as KFC, Chicken Slice and Eat ‘N’ Lick restaurants. Future research can also investigate the same issue in other industries like mining sector, educational sectors and many to mention but a few as this research was only dissected to Chicken Inn Zimbabwe hence the research findings are not applicable to other industries.

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APPENDIX 1

BINDURA UNIVERSITY OF SCIENCE EDCUATION

FACULTY OF COMMERCE

DEPARTMENT OF MARKETING

Dear Sir/Madam

I am a 4th year student at the above mentioned institution and I am pursuing a Bachelor of Business Studies Honours in Marketing and. As required by the statutes of the institution, I am carrying out a research project in partial fulfilment of my studies. My research topic is titled *The relationship between firmographics and supply chain resilience of retail food outlets during Covid 19 era. A case of chicken inn Zimbabwe.*

Consequently, I am requesting you to assist me by completing the questionnaire attached to this letter as honestly as possible. The information that you provide will be treated with utmost confidentiality and will be used exclusively for academic purposes.

Please do not write your name on the questionnaire. Your completion and the subsequent forwarding of this questionnaire to the undersigned will be interpreted as implying your willingness to participate in this study.

Your time and cooperation is sincerely appreciated.

Yours faithfully

Shingirai M Karondera

APPENDIX 2- RESEARCH QUESTIONNAIRE

May you kindly answer all questions provided. The questionnaire comprises of 3 sections where you can indicate your responses by ticking [√] in the appropriate box or by writing your response in the blank spaces provided. You are kindly requested to be honest and objective in your responses and all material in respect of your responses will be treated with utmost confidentiality. Your sincerity in responding to the questionnaire will be greatly appreciated. Do not write your particulars or any identification mark on any part of the questionnaire.

Contact Details:

Phone Numbers: 0775019168/0712895660 *email:shingiedion@gmail.com*

SECTION A: DEMOGRAPHIC ATTRIBUTES

(Please tick the appropriate)

1. Age:
    a. 18-24 years ☐
    b. 25-30 years ☐
    c. 31-36 years ☐
    d. 37 and above ☐
2. Sex:
    a. Male ☐
    ☐

b. Female

3. Marital Status

a) Married ☐

b) Single/Divorced/Widow/er ☐

4. Duration of Service/employment in Fast Food Restaurant sector

a. 1-3 years ☐

b. 4-6 years ☐

c. 7-9 years ☐

d. 10 years and above ☐

5. Educational qualifications.

a. O' level ☐

b. A' Level ☐

c. Diploma ☐

d. First Degree ☐

e. Master's Degree ☐

f. Doctorate ☐

6. **Position held**

a. Logistics manager ☐

b. Supply chain manager ☐

c. Managing Director ☐

☐

SECTION B: FIRMOGRAPHIC ATTRIBUTES

(please tick the appropriate)

1. What is your company's industry?

a. Restaurants ☐

b. Cafeterias ☐

c. Fast foods Joints ☐

d. Catering business ☐

e. Food transportation service ☐

2. How big is your market?

a. A highly focused niche market. ☐

b. International market ☐

c. Global market. ☐

3. How many people are employed at your company?

a. 1-49 ☐

b. 50-99 ☐

c. 100-149 ☐

d. 150-199 ☐

e. 200 or more ☐

4. Which best describes your company's organizational structure?

a. An individual firm ☐

b. Subsidiary of a larger organization ☐

c. Limited liability Corporation ☐

d. Partnership ☐

e. Publicly owned company ☐

f. Privately owned company ☐

5. What was the approximate annual revenue of your company last year ($USD)

a. 1000-4000 ☐

b. 5000-9000 ☐

c. 10000-14000 ☐

d. 15000-19000 ☐

e. 20000 or more ☐

7. Which best describes the current growth trajectory of your company?

a. Growing ☐

b. Stable ☐

c. Downsizing ☐

SECTION C: SUPPLY CHAIN RESILIENCE

Please use the following scale in rating Supply chain resilience in your organisation. Place a tick [√] in the appropriate box

CODE:

1. **STRONGLY DISAGREE.**
2. **DISAGREE**
3. **SOMEWHAT DISAGREE**
4. **NEITHER AGREE NOR DISAGREE**
5. **SOMEWHAT AGREE**
6. **AGREE**
7. **STRONGLY AGREE**

CODE	**SUPPLY CHAIN RESILIENCE** *(how well do you believe in these statements)*	**1**	**2**	**3**	**4**	**5**	**6**	**7**
SCR1	Our firm's supply chain is able to adequately respond to unexpected disruptions by quickly restoring its product flow							
SCR2	Our firm's supply chain can quickly return to its original state after being disrupted							
SCR3	Our firm's supply chain can move to a new, more desirable state after being disrupted							
SCR4	Our firm's supply chain is well prepared to deal with financial outcomes of supply chain disruptions							
SCR5	Our firm's supply chain has the ability to maintain a desired level of control over							

	structure and function at the time of disruption							