INFLUENCE OF MANAGEMENT STRATEGY ON SUPPLY CHAIN PERFORMANCE IN KENYA: A CASE OF PESAPOINT COMPANY LTD

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ABSTRACT

This study sought to determine the influence of Management Strategy on Supply Chain Performance in Agency Banking in Kenya. The objective of the study was to examine the Influence of Management Strategy on Supply Chain’s performance in the Kenya’s Banking Sector. The study employed a descriptive research design with a target population of 100 employees. It used questionnaires as the main data collection instruments. Data was analyzed using descriptive statistics and presented in frequency tables and percentages. Multiple Regression analysis was conducted to show the relationship that existed between the four independent variables; that is, Total Quality Management, Strategic Supplier partnership, Customer Relationship and Information Sharing in reference to Supply Chain Performance and recommendations and conclusion made against the same. The objectives of the study were to examine the influence of Total Quality management, Strategic Supplier Partnership, Customer Relationship and Information Sharing on Pesapoint Company’s Supply Chain Performance. According to the findings the Service Quality improved significantly, Cost of production reduced as a result of operational costs having gone down. In addition, the company was able to respond accurately to customers’ needs in terms of delivery times and even quality of service.

Key Terms: Customer Relationship, Information Sharing, Strategic Supplier Partnership, Supply Chain Performance, Total Quality Management
Background of the Study

Supply chains worldwide today must focus on customer-centricity, while at the same time managing costs and assets in the context of shareholder value. While the focus on shareholder value and its linkage to supply chain management remain important, it promotes inside-out thinking. One can argue that sales are a critical part of the ROI equation and this is the linkage to the customer. A customer-centric supply chain drives everything from the customer in and then drags shareholder value along with it, as opposed to focusing everything on shareholder value and then dragging the customer along (Ertem et al., 2010).

Access to affordable banking services plays a fundamental role in the development of any economy. Most commercial banks around the globe have found it necessary to incorporate agency banking as one of their strategies of making available formal financial services to majority of unbanked populations. Agency banking has therefore proved to be a successful model in ensuring that most people who could not access conventional banking services are able to do so through contracted bank agents (Cutcher, 2014).

The popularity of banking agents is evident in most countries around the world. For example in Mexico alone, more than nine thousand banking agents were established by commercial banks in the year 2010. Other countries such as Brazil Columbia and Peru have a higher number of agents than Mexico. In Africa countries such as Kenya who implemented agency banking in 2010 have more than 10000 banking agents affiliated to various commercial banks in the country. The increase in use of agents by commercial banks can be attributed to financial sector reforms that have been made by various countries around the globe (Tan et al, 2002). The recent
developments in technology have also made it possible for agency banking to be possible. For instance, the mobile phone technology has significantly contributed to the current development in agency banking. It has made it not only possible for commercial banks to practice financial inclusion but also to provide a forum of convergence for both bank and non banking institutions in order to provide low cost financial services (Rangtusanatham et al., 2003).

The agency banking model largely depends on technology that enables banks and customers to interact remotely. Banking agents are equipped with a point-of-sale (POS) card reader, a mobile phone, a barcode scanner to scan bills for bill payment, Personal Identification Number (PIN) pads, and sometimes personal computers (PCs) that connect with the bank’s server using a personal dial-up or other data connection; good infrastructure means a high degree of interoperability. It also depends on effective delivery channels. In 2010, Central Bank of Kenya (CBK) issued guidelines for agency banking, shepherding banks to start recruiting retailers as agents in developing channels (CBK, 2010). Sharing infrastructure by institutions to reduce cost is a viable solution to support fully-fledged agent banking, as delivery channels, to effect high penetration. But having a channel is not enough; banks have had to develop infrastructure that meets the needs and economic means of the new segment, and marketing messages that appeal to them. Agent banks also help increase savings. Agents can be savings advocates, with key functions designed to be played by agents. Everybody needs a safe place to save, and costs can be reduced for agent banks by leveraging on the existing infrastructure, and minimizing credit risks to makes it safe (Moberg et al, 2002).

With real-time authorization of transactions structures, the banks check whether
there are enough funds in the agent’s account or the client’s account before authorizing a cash transaction. Banking agents, thus, enforce liquidity management structures to ensure they have enough money for daily transactions. At best, banks generate automatic receipts from a printer integrated into the POS terminal, or as a storable text message sent to the customer’s mobile phone, in the bank’s name - since it represents a claim against a bank transaction. A complaints and claims structure is also necessary for customers who believe the process has not worked fairly for them and that requires records (Janvier-James, 2011).

Kenya is a developing country in Sub-Saharan Africa with a bankable population of 40 million and an economy that is still largely dependent on agriculture, with a GDP of US$ 763/capita in 2009 and a life expectancy at birth of 55.6 years. The UNDP 2010 global human development index for Kenya was 0.470. The structure of Kenya’s economy is characterized by a relatively small and stagnant formal sector with about 1.9 million employees and large and growing informal sector with over 8.3 million employees. The over 40 banking institutions with operations in the country are all competing for the various segments of the population as defined by various demographics such as age and therefore; bankability.

Management Strategy

As competition in the 1990s intensified and markets became global, so did the challenges associated with getting a product and service to the right place at the right time at the lowest cost. Organizations began to realize that it is not enough to improve efficiencies within an organization, but their whole supply chain has to be made competitive. The understanding and practicing of supply chain management (SCM), therefore; has become an essential prerequisite for staying competitive in the
global race and for enhancing profitability. SCM has been defined to explicitly recognize the strategic nature of coordination between trading partners and to explain the dual purpose of SCM: to improve the performance of an individual organization, and to improve the performance of the whole supply chain. The goal of SCM is to integrate both information and material flows seamlessly across the supply chain as an effective competitive weapon. Banks, among other organizations, have been facing a dynamic business environment that is technologically driven, globally unbounded, and customer oriented. These challenges, among many others, called for extensive search for suitable strategies to be adopted by organizations for growth and survival in the changing and turbulent marketplace (Cigolini et al, 2004).

This customer-centric global business environment forced all business organizations, especially banks, to adopt strategies that pay an increasing attention to the customers. The attention has also been given to the effect of customers’ satisfaction on the business of a bank and its strategic position. The competitiveness and enhanced performance of a firm is dependent on its valuable, rare, imperfectly imitable, and non-substitutable resources. At its most elemental, commercial success derives from either a cost advantage or a value advantage or, ideally, both. It is as simple as that – the most profitable competitor in any industry sector tends to be the lowest-cost producer or the supplier providing a product with the greatest perceived differentiated values (Croom et al, 2000).

In reviewing and consolidating the literature, four distinctive dimensions, including Total quality management, strategic supplier partnership, customer relationship and Information sharing are selected for measuring SCM Performance. The four constructs cover upstream (strategic supplier partnership) and downstream
(customer relationship) sides of a supply chain, information flow across a supply chain (level of information sharing and quality of information sharing), and internal supply chain process (Anderson & Eshima, 2013).

**Pesapoint Company**

Pesapoint was formed with the aim of providing transaction-based value added products and services across the sectors: Financial, Telecommunications and Retail.

It has adopted a number of strategies such as Total Quality Management, Strategic Supplier Partnership, Customer Relationship management and Information Sharing to enable it have a competitive edge both in the acquisition and retention of customers. Each strategy however, is uniquely designed to individually achieve certain objectives which would help in the long run in realizing the main objectives of the company namely: high quality customer acquisition and retention leading to sustained high revenue generation. It has been widely emphasized that customers of the banks are the main business partners that use and promote the products and services (Zhang, 2011).

Traditionally, the firm’s resources can be categorized into tangible and intangible. While tangible resources are the physical objects such as capital, locations, building, warehouses, and other facilities, intangibles resources comprise knowledge, skills, efficient practices and processes, and intellectual capital like entrepreneurial orientation and other assets that cannot be placed in the balance sheet. Moreover, intangible resources might be considered, from a strategic point of view, more important than the tangible resources for the firm’s success and effectiveness. This is because the intangible resources can create a distinct value due to their uniqueness, rareness and inimitability by the competitors in the marketplace.
More importantly, these resources are the main component of the firm’s desirable sustainable competitive advantage. However, many factors can cause their flow out from the firm to the competitors (Power et al, 2001).

**Statement of the Problem**

A well-performing Supply Chain should be able to timely deliver high quality products or services to the right place and at consumer-friendly prices without compromising shareholder value. However; as markets became global, so did emerge challenges such as lack of proximity to customers, changing consumer preferences and competition due to globalization; thus seriously hampering the ability of supply chains to realize to aforementioned utilities. According to World Bank (2014), over 50 international banks intensified competition for the world market. Supply chain non-performance emerged as one of the major challenges faced by company managers, for every company across the world, in their quest for their companies to perform well by way of hitting the set targets, within budget, meeting end product specifications, satisfying customer needs and requirements and meeting management objectives.

According to Ndung’u (2014), despite the quest for corporate success, the 42 banks in Kenya competing for the 23 million bankable Kenyans, have continuously experienced time overrun, budget overrun, unmet end-product specifications and therefore; unmet customer needs and requirements and by extension unmet management objectives, all as a result of inefficient and ineffective supply chain management. The high failure rate in the management of banks’ supply chains profitably could be due to failure to employ more customer focused management strategies that would help in the creation of the latter’s loyalty to the company and
its products (Tan et al, 2002). The use of bank agents and provision of Automatic Teller Machines has the potential to significantly increase financial access by poor and underserved populations to a range of formal financial services, including savings, payments and transfers, and insurance. In particular, agents who may be individuals, small retail shops, post offices, or large retailers can offer customers a convenient and affordable opportunity to cash-in and cash-out of an electronic payments system. However, the quality of these Agency banking Services are a lot of times undermined by supply chain non-competitiveness and performance arising out of inherent shortcomings caused by poor management strategy (Cagno & Micheli, 2011).

It is very critical for the bottlenecks undermining the performance of supply chain to be removed so that agents can effectively play their crucial role of ensuring that majority of the unbanked population has access to financial services that conventional banking has been unable to achieve (Pereira, 2011).

Objectives of the Study

i. To examine the influence of Total Quality Management on Pesapoint Company Limited’s supply chain performance.

ii. To establish the influence of strategic supplier partnership on Pesapoint Company Limited’s supply chain performance.

iii. To determine the influence of a customer relationship on Pesapoint Company Limited’s supply chain performance.

iv. To analyze the influence of information sharing on Pesapoint Company Limited’s supply chain performance.

v. To examine the influence of Management Strategy on Pesapoint Company Limited’s supply chain performance.
Limited’s Supply Chain Performance.

**Conceptual Framework**

Conceptual framework is a scheme of variables which the study seeks to operationalize in order to achieve the set objectives. A variable being the measurable characteristic that assumes different values among the subjects, independent variables are the ones that the study manipulates in order to determine their effects on another variable. The dependent variable attempts to indicate the total influence arising from the effects of the independent variables. It therefore varies as a function of the independent variables (Niemi et al, 2010). Independent variable, according to Niemi et al, (2010), is the presumed cause of changes in the values of the dependent variable; the dependent variable is expected to be influenced by the independent variable. This is illustrated in figure 2.1 below.

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**Total Quality Management**
- Service Design
- Improvement of process
- Customer Focus

**Strategic Supplier Partnership**
- Product Innovation
- Mutual Planning
- Production Cost

**Customer Relationship**
- Long term relationship
- Customization
- Response Time

**Supply Chain Performance**
- Service Quality
- Cost reduction
- Customer Responsiveness
Conceptualization of Variables

Total Quality Management is defined as the integrated approach that results in high quality outcomes, through maintaining and sustaining continuous improvement of processes, to meet the customers’ needs. Total Quality Management (TQM) is a very important management philosophy and a factor of competitive advantage for manufacturing and service organizations such as banks, higher education, and public service sector organizations. It is the holistic management approach that integrates all the organizational activities to satisfy customers’ needs and meet their expectations towards achieving overall organizational objectives.

In addition, research has emphasized the dominant effect of behavioral TQM factor, such as customer focus and HRM, on the organizational performance of service organizations. Despite the importance of banks in the economy of any country, by
closely looking at the literature of quality management, it is quite evident that the
effect and implementation of this strategy in banks has been greatly neglected. As a
result, only limited and conceptual research work has been conducted to investigate
the level of TQM implementation and its impact on organizational performance in
the banking industry. As it has been indicated before, TQM is a critical factor of
competitive advantage in the current challenging business environment.

Moreover, Deming (2005) described the objective of this strategy to be the
development of a sustainable efficiency manifested in cost reduction and customer
satisfaction. However, cost and differentiation being the main determinants of
any competitive strategy, it has been widely confirmed in the management literature
that TQM strategy has a significant role in building the competitive advantage of an
organization as evidenced by superior financial performance, positive responses
to the competitors and changes in the business environment, high quality
products and service, and extremely satisfied customers. Moreover, TQM strategy
enhances the competitive advantage of an organization through the added values to
the customers. The ability of TQM strategy to generate competitive advantage arises
out of both external and internal perspectives.

From the external perspective, it helps in establishing an efficient direct contact with
the customers that could be established through its application. This, in turn, results
in better customer and market understanding that lead to satisfied and loyal
customers. Owing to this strategy’s main focus on the continuous improvement,
it has the ability to sustain the created competitive advantage. This is as a
result of its ability to create effective socialization network and knowledge
sharing practices. It can be concluded from the literature of quality management that
there is strong evidence to confirm that TQM adoption leads to competitive advantage (Deming, 2005).

**Strategic Supplier Partnership**

It is defined as the long-term relationship between the organization and its suppliers. It is designed to leverage the strategic and operational capabilities of individual participating organizations to help them achieve significant ongoing benefits. A strategic partnership emphasizes direct, long-term association and encourages mutual planning and problem solving efforts (Shah et al, 2002). Such strategic partnerships are entered into to promote shared benefits among the parties and ongoing participation in one or more key strategic areas such as technology, products, and markets. Strategic partnerships with suppliers enable organizations to work more effectively with a few important suppliers who are willing to share responsibility for the success of the products. Suppliers participating early in the product-design process can offer more cost-effective design choices, help select the best components and technologies, and help in design assessment. Strategically aligned organizations can work closely together and eliminate wasteful time and effort. An effective supplier partnership can be a critical component of a leading edge supply chain.

**Customer Relationship**

This comprises the entire array of practices that are employed for the purpose of managing customer complaints, building long-term relationships with customers, and improving customer satisfaction. Cagno and Micheli (2011), consider customer relationship management as an important component of SCM practices. As pointed out by Day (2000) committed relationships are the most sustainable advantage
because of their inherent barriers to competition. The growth of mass customization and personalized service is leading to an era in which relationship management with customers is becoming crucial for corporate survival. Good relationships with supply chain members, including customers, are needed for successful implementation of SCM programs. Close customer relationship allows an organization to differentiate its product from competitors, sustain customer loyalty, and dramatically extend the value it provides to its customers.

**Information Sharing**

Information sharing has two aspects: quantity and quality. Both aspects are important for the practices of SCM and have been treated as independent constructs in the past SCM studies. Level (quantity aspect) of information sharing refers to the extent to which critical and proprietary information is communicated to one’s supply chain partner. Shared information can vary from strategic to tactical in nature and from information about logistics activities to general market and customer information. Many researchers have suggested that the key to the seamless supply chain is making available undistorted and up-to-date marketing data at every node within the supply chain. By taking the data available and sharing it with other parties within the supply chain, information can be used as a source of competitive advantage. Lalone & Chandler (2004) consider sharing of information as one of five building blocks that characterize a solid supply chain relationship.

According to Terpend et al. (2011), supply chain partners who exchange information regularly are able to work as a single entity. Together, they can understand the needs of the end customer better and hence can respond to market change quicker. Moreover, the effective use of relevant and timely information by all functional
elements within the supply chain as a key competitive and distinguishing factor.

Childhouse and Towill (2003) reveal that simplified material flow, including streamlining and making highly visible all information flow throughout the chain, is the key to an integrated and effective supply chain. Quality of information sharing includes such aspects as the accuracy, timeliness, adequacy, and credibility of information exchanged. While information sharing is important, the significance of its impact on SCM depends on what information is shared, when and how it is shared, and with whom. Literature is replete with example of the dysfunctional effects of inaccurate or delayed information, as information moves along the supply chain. Divergent interests and opportunistic behavior of supply chain partners, and informational asymmetries across supply chain affect the quality of information. It has been suggested that organizations will deliberately distort information that can potentially reach not only their competitors, but also their own suppliers and customers. It appears that there is a built-in reluctance within organizations to give away more than minimal information since information disclosure is perceived as a loss of power. Given these predispositions, ensuring the quality of the shared information becomes a critical aspect of effective SCM. Organizations need to view their information as a strategic asset and ensure that it flows with minimum delay and distortion.

Methodology

This study adopted the use of a descriptive research design. The target population of the study was 100 employees who included purchasing personnel, Distribution officers, Supply Chain managers and Stores’ staff. This study used stratified sampling to identify and target 100 employees out of a population of 200.
Primary data was collected through administering a Questionnaire.

Multiple Regression analysis was conducted to show the relationship that existed between the four independent variables, that is Total Quality Management, Strategic Supplier partnership, Customer Relationship and Information Sharing in reference to Supply Chain Performance. The regression model was given as:

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon \]

Where,

\( Y \) = Supply chain Performance

\( X_1 \) = Total Quality Management

\( X_2 \) = Strategic Supplier partnership

\( X_3 \) = Customer Relationship

\( X_4 \) = Information Sharing

\( \beta_0 \) = Constant term

\( \epsilon \) = Error term

\( \beta_1- \beta_4 \) = the regression coefficient or change in \( Y \) by each \( X \).

**Research Findings And Discussion**

SCM has been defined to explicitly recognize the strategic nature of coordination between trading partners and to explain the dual purpose of SCM: to improve the performance of an individual organization, and to improve the performance of the whole supply chain. The goal of SCM is to integrate both information and material flows seamlessly across the supply chain as an effective competitive weapon. Banks, among other organizations, have been facing a dynamic business environment that is technologically driven, globally unbounded, and customer oriented. These challenges, among many others, called for extensive search for suitable strategies to be adopted
by organizations for growth and survival in the changing and turbulent marketplace (Cigolini et al, 2004).

**Regression Analysis**

A regression analysis was conducted to establish the relationship between the Management Strategy contracts (TQM, Strategic Supplier Partnership, Customer Relationship and Information Sharing) and Supply Chain Performance in Pesapoint Kenya Ltd.

**Table 1; Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.644(a)</td>
<td>0.415</td>
<td>0.368</td>
<td>0.273</td>
</tr>
</tbody>
</table>

a Predictors: (Constant), TQM, Strategic Supplier Partnership, Customer Relationship and

The R is the co-efficient value used to show the linear relationship between the dependent and the independent variables in the regression analysis. R-Squared is the coefficient of determination which tells us how the independent variables related with the dependent variable. The results in Table 1, show that the value of the R-squared is 0.415. This implies that TQM, Strategic Supplier Partnership, Customer Relationship and Information Sharing explained 41.5% of Supply Chain Performance in Pesapoint at a 95% confidence level.

**Table 2: Analysis of Variance (ANOVA)**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>4</td>
<td>2.607</td>
<td>7.858</td>
<td>0.000(a)</td>
</tr>
</tbody>
</table>
Residual | 25.549 | 77 | 0.332  
Total | 35.979 | 81 |  

a  Predictors: (Constant), TQM, Strategic Supplier Partnership, Customer Relationship, Information Sharing  
b  Dependent Variable: Supply Chain Performance

The ANOVA results show the significance of the regression model from which an F-significance value of \( p=0.000 \) was established. This shows that the regression model has a 0.001 (0.1%) probability of giving a wrong prediction. This therefore means that the regression model has a confidence level of over 95% hence high reliability of the results.

**Table 3: Coefficients Results**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>3.324</td>
<td>1.718</td>
<td>1.936</td>
<td>0.066</td>
</tr>
<tr>
<td>TQM</td>
<td>0.136</td>
<td>0.214</td>
<td>0.118</td>
<td>2.635</td>
</tr>
<tr>
<td>Strategic Supplier Partnership</td>
<td>0.928</td>
<td>0.419</td>
<td>0.464</td>
<td>2.214</td>
</tr>
<tr>
<td>Customer Relationship</td>
<td>0.562</td>
<td>0.329</td>
<td>0.336</td>
<td>3.707</td>
</tr>
<tr>
<td>Information Sharing</td>
<td>0.474</td>
<td>0.267</td>
<td>0.337</td>
<td>2.777</td>
</tr>
</tbody>
</table>

a  Dependent Variable: Supply Chain Performance

The study shows that there was a positive and significant relationship between the Supply Chain performance and all the factors as shown; TQM (\( \beta = 0.136, p=0.032 < 0.05 \)), Strategic Supplier Partnership (\( \beta = 0.928, p=0.037 < 0.05 \)), Customer Relationship (\( \beta = 0.562, p=0.021 < 0.05 \)), Information Sharing (\( \beta = 0.474, p=0.039 \)).  
This implies that a unit increase in TQM, Strategic Supplier Partnership, Customer Relationship and Information Sharing would result in a corresponding increase in Supply Chain Performance by a unit of 0.136, 0.928, 0.562 and 0.474 respectively.
Conclusions of the Study

The study concluded that Total Quality Management influenced Supply Chain Performance of the Pesapoint organization. TQM aspects such as service design, continuous improvement and customer focus, all were revealed to have influence on Supply Chain Performance. The study also concludes that Strategic Supplier Partnership influences Supply Chain Performance to a great extent. Adoption of Product Innovation enhances the Supply Chain’s response to a changing market environment. The involvement of suppliers in the planning process and in decisions affecting production; all have a positive influence on Supply Chain Performance by way of helping cut down costs and make the Supply Chain more responsive to its Customers’ needs. Customer Relationship would also enhance the attraction and retention of a company’s clientele, thus helping to create a formidable competitive advantage.

It can also be concluded that Information Sharing influences the Supply Chain Performance to a great extent. Information is one of the key drivers in Supply chain with the potential to improve the latter’s performance when conveyed accurately, timely and with credibility. Information is particularly effective in improving Supply Chain Performance when it is ridden of errors such that it is reliable and integrated to be uniformly conveyed by all in a company without creating instances of contradiction.

Recommendations of the Study

To improve the Supply Chain Performance, there is need to employ Total Quality Management as a management strategy in the areas of service design, continuous improvement of processes and to shift focus from production oriented marketing to
customer-centric marketing. A partnership should be developed between an organization and its suppliers as this will give room for innovation, ease of planning and help reduce production costs. An organization should seek to put its customers at the centre of its operations. There should be room to customize services or products to suit the individual needs of key customers and efforts made to develop a lasting relationship that is mutually beneficial to the company and its customers. There is also need for sharing of timely, accurate and credible information both upstream and downstream the Supply Chain. This helps to create a very responsive supply chain that is sensitive to the demands of the parties involved thus improving its performance.

The study also recommends for adoption Information capturing systems such as customer relationship management tools that will enable an organization to better understand the needs of its customers, effectively track their behavior and therefore be able to channel its resources towards proving solutions to the customers’ needs better than its competitors especially in terms of cost, thus ensuring better performance.
REFERENCES


Virtual Organizations, 7, 132- 149.


APPENDIX A: QUESTIONNAIRE

Tick appropriately or write down your answer in the space provided. Your cooperation and feedback is valued and highly appreciated.

Section A: General Information

1. Indicate your gender

   Female [ ]  Male [ ]

2. Indicate your Age in years

   Below 30 years [ ]  31-40 years [ ]
   41-50 years [ ]  Over 51 Yrs [ ]

3. Indicate your highest academic qualifications

   Certificate [ ]  Diploma [ ]
   Degree [ ]  Post Graduate Degree [ ]

4. How long have you worked at PesaPoint Company Ltd? (Tick as applicable)

   Below 5 years [ ]  6-10 years [ ]
   11-15 years [ ]  16-20 years [ ]
   21-25 years [ ]

Section B: Total Quality Management and Supply Chain Performance

5. To what extent do you agree with the following statements on Total Quality Management and supply chain performance of your organization? Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree
Statements on TQM

<table>
<thead>
<tr>
<th>Statements on TQM</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tbody>
<tr>
<td>Improved service design has led to service quality in the firms’ supply chain.</td>
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<tr>
<td>Continuous improvement of the supply chain processes has led to service quality.</td>
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<tr>
<td>Focus on customer needs has improved the service quality in the firms’ supply chain.</td>
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<td>Improved service design has led to cost reduction in the firms’ supply chain.</td>
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<td>Continuous improvement of the supply chain processes has led to cost reduction.</td>
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<tr>
<td>Focus on customer needs has led to cost reduction in the firms’ supply chain.</td>
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<tr>
<td>Improved service design in the firms’ supply chain has led to customer responsiveness.</td>
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<tr>
<td>Continuous improvement of the supply chain processes has led to customer responsiveness.</td>
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<tr>
<td>Focus on customer needs has led to customer responsiveness in the firms’ supply chain.</td>
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Section C: Strategic Supplier Partnership and Supply Chain Performance

6. To what extent do you agree with the following statements on strategic supplier partnership and supply chain performance in your organization? Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree.

Statements on TQM

<table>
<thead>
<tr>
<th>Statements on TQM</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tbody>
<tr>
<td>Strategic partnership has promoted product innovation which has led to service quality in the firms’ supply chain</td>
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<td>Strategic supplier partnership has promoted mutual planning which has led to service quality in the firms’ supply chain</td>
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<td>Strategic partnership has reduced production cost which has led to service quality in the firms’ supply chain</td>
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<tr>
<td>Strategic partnership has promoted product innovation which has led to cost reduction in the firms’ supply chain</td>
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<tr>
<td>Strategic supplier partnership has promoted mutual planning which has reduced costs in the firms’ supply chain</td>
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<tr>
<td>Strategic partnership has reduced production cost which has reduced costs in the firms’ supply chain</td>
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<tr>
<td>Strategic partnership has promoted product innovation which has led to customer responsiveness in the firms’ supply chain</td>
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<tr>
<td>Strategic supplier partnership has promoted mutual planning which has led to customer responsiveness in the firms’ supply chain</td>
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<tr>
<td>Strategic partnership has reduced production cost which has to</td>
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</tbody>
</table>

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Section D: Customer Relationship and Supply Chain Performance

7. To what extent do you agree with the following statements on customer relationship and supply chain performance in your organization? Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree.

<table>
<thead>
<tr>
<th>Statements on Customer Relationship</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building long term relationship with the customers has enhanced service quality in the supply chain.</td>
<td></td>
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<tr>
<td>Customer needs customization and personalized service has led to service quality in the firm’s supply chain.</td>
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<tr>
<td>Improved response time to customers market needs has improved service quality in the firm’s supply chain.</td>
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<tr>
<td>Building long term relationship with the customers has reduced costs in the supply chain.</td>
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<tr>
<td>Customization and personalized service to customer has reduced costs in the firm’s supply chain.</td>
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<td>Improved response time to customers market needs has reduced costs in the firm’s supply chain.</td>
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<tr>
<td>Building long term relationship with the customers has led to customer responsiveness.</td>
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<tr>
<td>Customization and personalized service to customer has enhanced customer responsiveness in the firm’s supply chain.</td>
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<tr>
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</tbody>
</table>

Section E: Information sharing and Supply chain Performance

8. To what extent do you agree with the following statements on information sharing and supply chain performance in your organization? Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree.

<table>
<thead>
<tr>
<th>Statements on Information Sharing</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timely sharing of information between the supply chain partners have enhanced service quality in the supply chain</td>
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<tr>
<td>Sharing credible information such as market, product and customer information with supply chain members have enhanced service</td>
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</tr>
</tbody>
</table>
quality in the supply chain.
The information shared between the supply chain partners is accurate and it has improved service quality in the supply chain.
Timely sharing of information between the supply chain partners have reduced costs in the supply chain.
Sharing credible information with supply chain members has reduced costs in the supply chain.
The information shared between the supply chain partners is accurate and it has reduced costs in the supply chain.
Timely sharing of information between the supply chain partners have enhanced customer responsiveness in the supply chain.
Sharing credible information with supply chain members has enhanced customer responsiveness in the supply chain.
The information shared between the supply chain partners is accurate and has enhanced customer responsiveness in the supply chain.

**Section F: Supply Chain Performance**

9. To what extent have the adopted strategies improved would the quality of service delivery?

<table>
<thead>
<tr>
<th>Very great extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
<th>Low extent</th>
<th>Not at all</th>
</tr>
</thead>
</table>

10. To what extent has the management strategies reduced cost in the supply chain?

<table>
<thead>
<tr>
<th>Very great extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
<th>Low extent</th>
<th>Not at all</th>
</tr>
</thead>
</table>

11. If yes to what extent has the management strategies improved customers responsiveness in the supply chain?

<table>
<thead>
<tr>
<th>Very great extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
<th>Low extent</th>
<th>Not at all</th>
</tr>
</thead>
</table>

THANK YOU FOR YOUR PARTICIPATION