

## **SUPPLY CHAIN COLLABORATION AS A DRIVER OF CUSTOMER SATISFACTION AMONG MANUFACTURING FIRMS IN KENYA**

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### **ABSTRACT**

The purpose of this study was to carry out an investigation on the role of supply chain collaboration on customer satisfaction among manufacturing firms in Kenya. Studies by previous researchers have indicated that manufacturing firms face the challenges of uncertainty associated with sourcing for raw materials from overseas and failure to embrace modern technology which adversely affected the ability to satisfy customers. The general objective of the study was to determine the role of supply chain collaboration on customer satisfaction among manufacturing firms in Kenya. Specific objectives were: To establish the role of supply chain collaboration on customer satisfaction among manufacturing firms in Kenya.

The target population was flour milling firms in Kenya. The study used the simple random sampling technique to select the sample size. There were 800 employees involved directly and indirectly in the supply chain process in this sector. The sample was 30% of the employees and this will result in a sample size of 240 employees. The study used questionnaires to gather data. Descriptive analysis was used to analyze the data which was presented in the form of frequencies, tables and percentages.

The results of the study indicated that supply chain collaboration was instrumental in ensuring responsiveness in the entire supply chain. The study concluded that there is an urgent need for organizations to adopt a pro-active approach towards customer satisfaction by adopting practices that provide real-time and accurate response to customer satisfaction. The role played by supply chain collaboration is critical in achieving sustainable customer satisfaction. This study recommends that manufacturing firms should leverage on supply chain best practices particularly supply chain collaboration as a big differentiator in providing customer satisfaction and value by eliminating the barricades between customers and suppliers.

The study also made suggestions for further research to be undertaken on the role of supply chain best practices in service delivery in the public sector.

### **1.1 Background of the study**

Globalization in the 21<sup>st</sup> century has imposed the modern manufacturing enterprises towards tough competitions (Altekar, 2005). The tremendous industrial growth in past few decades has completely revolutionized their older manufacturing strategies, giving emergence to the modern concepts of lean, agile, and nowadays lean manufacturing. These new strategies enable the enterprises to survive in the existing environment of fierce competitions laid down by their competitors. The requirement of faster delivery within the due date, ability of being flexible to the fluctuation of demand, and to meet the customer expectations are some of the prime motivations that have provoked the manufacturing enterprises to look for the available best alternatives, and implement it in their daily manufacturing practices. This has not been fully adopted in the Kenyan manufacturing sector (Chan & Chan, 2005).

The emerging concepts of lean, agile, and leagile in Asia and Europe are the outcomes of the difficulties faced by the enterprises during the last few decades. The supply chain models which used to be basically the “Push” system earlier are now being converted to the “Pull” system, in order to be responsive to the customer demand, meanwhile maximizing the overall returns (Hoekstra & Romme, 2001)

According to Opondo (2011), printing industry is a critical pillar of our economy and society at large due to the role it plays in enlightening people through dissemination of information and job creation. However, the industry faces numerous challenges which have adversely affected the delivery of services to customer. Attaining the printing material in Kenya has been a big challenge to many printers in Kenya, and especially bearing in mind that most of the materials are imported from other countries outside Africa. This has made the cost of doing business very expensive due to dynamic currency rate involved in doing the international business while importing the papers in Kenya and the cost of the shipment among others. Moreover, most of the firms are unable to deliver affordable flour to their clients due to delays that comes with obtain raw grains away from home. This problem has been a big hindrance to many milling firms in Kenya whereby the cost incurred and in turn transferred to the consumers and thus making it difficult to achieve high levels of customer satisfaction.

Manufacturing sector in Kenya faces a challenge of sourcing for cheap raw materials and abrupt changes in technology. The need for fortification of various categories of flour has not only escalated the operating cost but has also created awareness to customers thus making them more demanding (Ikiara, 2009).

Slack and Chambers (2007), argues that every part of an organization contributes to external customer satisfaction by satisfying its own internal customers. This entails that whatever the effects of e-procurement on the procurement department will inevitably affect other departments because they rely on procurement to bring in materials at the right time, price, quality, quantity and from the right source which are used to produce goods for the end customer. When important components do not arrive in time, production will be late, and the sales and marketing department may not live up to their promises to deliver to the customer as anticipated. This therefore implies that the entire supply chain which encompasses both the internal and external supply chains must be properly managed and coordinated as provision of goods and services to the final customer is wholly dependent on the efficiency and effectiveness of the entire supply chain.

### **1.3 Objectives**

#### **1.3.1 General Objective**

The general objective of this study was to investigate the role of supply chain collaboration on customer satisfaction among manufacturing firms in Kenya: A case study of Milling firms in Kenya

#### **1.3.2 Specific Objectives**

The specific objectives of this study comprised the following;

1. To establish the influence of supply chain collaboration among supply chain players on customer satisfaction in the manufacturing sector.

### **1.4 Significance of the study**

Manufacturing sector is a critical pillar of our economy since it facilitates the food security in the country. De Beer et al (2005), observes that over half of Kenyan population lives on just a dollar a day. An average two kilograms of maize flour, and related flour costs about a dollar, very few can afford it. In addition, in the recent past, the cost of food both locally and globally has sky rocketed after the introduction of value added tax on such commodities whose tax was initially zero rated.

In view of all these factors, there is an urgent need to optimize the supply chain collaboration in the manufacturing sector to scale down costs along the supply chain and subsequently reduce the cost of final product. This will benefit the consumers of the end product through affordable prices and responsive to changing customer requirements.

The research findings of this study will furnish policy makers with information regarding the viable approaches for streamlining supply chain in the manufacturing sector. This will ensure all the stakeholders have the right legal and policy framework that will enable them to enhance efficiency and effectiveness in the industry.

To the researches the study seeks to stimulate deeper interest in this industry which plays a very critical role in feeding the country. This will be enabled through creation of a platform through which other scholars can further explore the role of practices in modern business entities. Academicians in the field of supply chain management will also benefit from the findings of this research.

### **1.5 Scope of Study**

The study focused on the role of supply chain collaboration on customer satisfaction among the manufacturing firms in Kenya. The study was milling firms within Nairobi County. The study was conducted in. The study was concentrated on the three business units. This particular industry was of interest to the study because it is among the top key drivers of Kenyan economy (KAM, 2018).

### **2.0 Theoretical Framework**

According to Zinbarg (2007) a theory is a set of statements or principles devised to explain a group of facts or phenomena, especially one that has been repeatedly tested or is widely accepted and can be used to make predictions about natural phenomena.

#### **2.2.1 Assimilation Theory**

Assimilation theory is based on Festinger's (1957) dissonance theory. Dissonance theory posits that consumers make some kind of cognitive comparison between expectations about the product and the perceived product performance. This view of the consumer post-usage evaluation was introduced into the satisfaction literature in the form of assimilation theory. According to Anderson (1973), consumers seek to avoid dissonance by adjusting perceptions about a given product to bring it more in line with expectations. Consumers can also reduce the tension resulting from a discrepancy between expectations and product performance either by distorting expectations so that they coincide with perceived product performance or by raising the level of satisfaction by minimizing the relative importance of the disconfirmation experienced.

#### **2.2.2 Contrast Theory**

Contrast theory was first introduced by Hovland, Harvey and Sherif (2007). Dawes, Singer & Lemon (2006) define contrast theory as the tendency to magnify the discrepancy between one's own attitudes and the attitudes represented by opinion statements. Contrast theory presents an alternative view of the consumer post-usage evaluation process than was presented in assimilation theory in that post-usage evaluations lead to results in opposite predictions for the effects of expectations on satisfaction. While assimilation theory posits that consumers will seek to minimize the discrepancy between expectation and performance, contrast theory holds that a surprise effect occurs leading to the discrepancy being magnified or exaggerated.

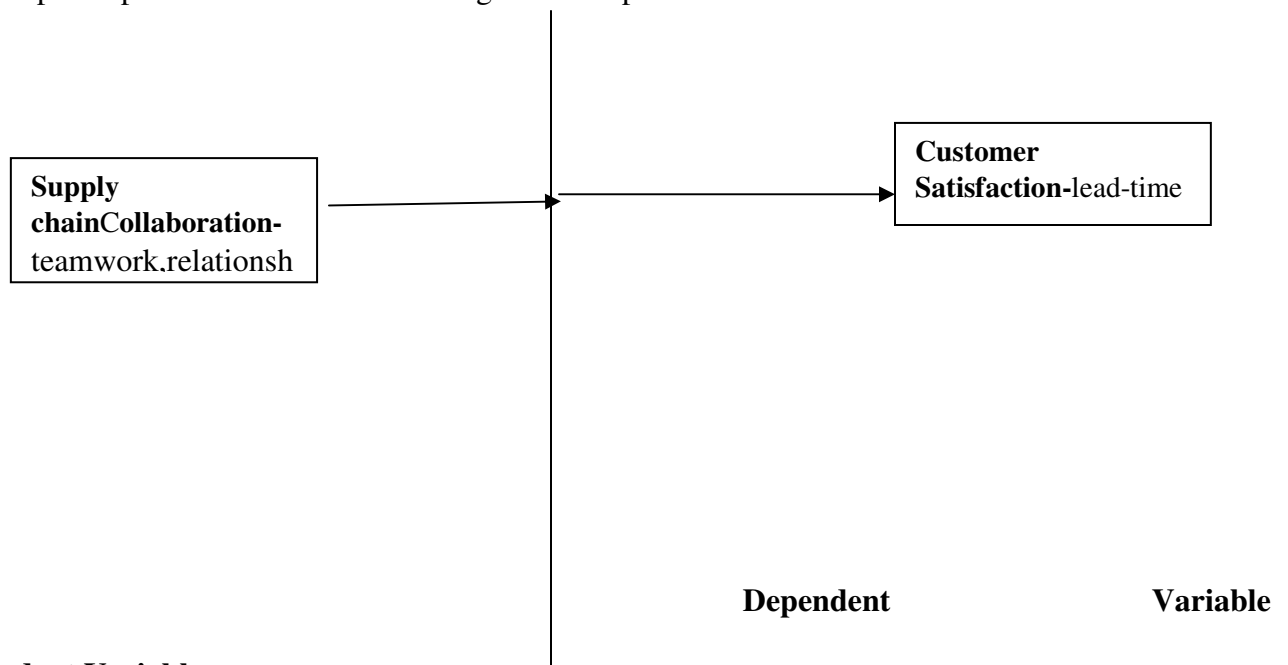
According to the contrast theory, any discrepancy of experience from expectations will be exaggerated in the direction of discrepancy. If the firm raises expectations in his advertising, and then a customer's

experience is only slightly less than that promised, the product or service would be rejected as totally unsatisfactory. This would be made possible through seamless collaboration among stakeholders. Conversely, under-promising in advertising and over-delivering will cause positive disconfirmation also to be exaggerated.

**2.3 Conceptual Framework**

A conceptual framework is a structure of concepts and or theories which are put together as a map for the study and it shows the relationship of research variables (Mugenda & Mugenda, 2008). The conceptual framework is used to explain the relationship independent variables and dependent variable. The independent variable for this study was supply chain collaboration while dependent variable was customer satisfaction.

This study conceptual framework is based on the premise of business endeavor to achieve competitive advantage over the competitors through customer satisfaction in order to be successful, (Witt & Meyer 2005). The competitiveness derives from the capabilities of the businesses which make them able to provide superior products and services among their competitors in a certain market.



**Independent Variables**

**Empirical Review of the Variables**

**Supply Chain Collaboration**

Lysons & Farrington (2006) asserts that supply chain best practices is normally most likely to be achieved by collaboration between cross functional teams within the organization, customers and suppliers external to it. Synergy among all these layers are imperative in optimizing product, process design, customers’ and suppliers’ satisfaction.

According to David (2009), Supply chain management (SCM) is becoming critical as firms recognize that competition is shifting from company versus company to supply chain versus supply chain. In the present competitive scenario, the fierce competition has driven most companies to seek means of enhancing performance beyond their four wall boundaries. The firm’s ability in collaborating with its upstream and downstream partners determines its success in attaining better performance with supply chain

collaboration; a firm is able to serve fragmented markets in which end customers require more product varieties and availability with shorter product life cycle and at the same time lower supply chain costs. Collaboration in the supply chain does not only refer to efficient integration between buyers and suppliers in planning and implementing all activities involved in sourcing, producing and logistics management. It also includes coordination and collaboration among all chain actors including internal and external customers and all functional units in an organization (Xu & Dong, 2004).

Supply chain relationships play an important role in achieving the firm's goals. The coordination and integration of activities with suppliers and understanding of customer's needs results in greater benefits for companies, (Anatan, 2013). Supply chain Strategic supplier partnerships and customer relationships are main components in the supply chain management practices (Lee & Whang, 2000), leading to information sharing, which is one of the five pillars in achieving a solid supply chain relationship.

Companies are inclined to work with different suppliers in different ways. It is important that the relationship with suppliers satisfies their company needs. Hines (2004) mentioned that in commodity products, it is common to find an adversarial relationship mainly based on price between buyer and supplier. This type of relationship with suppliers does not allow for cost reduction in the supply chain. It may be beneficial to network the supplier, to develop partnerships and alliances that will benefit both partners. This could be based on production, personal, and or symbolic networking, that will turn on strategic alliances (Hines, 2004), allowing the information sharing, risk sharing, obtaining mutual benefits and coordinating plans, permitting the improvement of the supply chain.

The global markets offer a variety of products of different quality and cost. As a result, companies are always competing and trying to reduce costs and improve quality. According to (Zhang, 2005), customers look for more choices, better service, higher quality, and faster delivery. The relationship with customers has turned a strategic issue for today's companies.

### **Customer Satisfaction**

Customer satisfaction refers to a complete evaluation of accumulated purchase and consumption experience which reflects a comparison between the sacrifice experienced and perceived reward (Iglesias & Guillen, 2006). Sacrifice includes monetary cost of purchasing as well as intangible costs such as waiting.

In response to changing market conditions, manufacturing enterprises are becoming customer-centric and innovative in a way customer receive product that better fit their needs (Johnson & Selnes, 2004). A common rationale involves using service differentiation to take advantage of strategic, financial and marketing opportunities.

Perceived value is defined as “the results or benefits customers receive in relation to total costs (which include the price paid plus other costs associated with the purchase) or the consumers' overall assessment of what is received relative to what is given” (Holbrook, 2006)). He further found out that customers who perceive that they receive value for money are more satisfied than customers who do not perceive they receive value for money.

Another factor that contributes to satisfaction is service quality. Service quality is defined as “the difference between customer expectations and perceptions of service” or “as the customers' satisfaction or dissatisfaction formed by their experience of purchase and use of the service” (Gronroos, 2004).

Oliver (2005) reported that service quality is a casual antecedent of customer satisfaction, due to the fact that service quality is viewed at transactional level and satisfaction is viewed to be an attitude. Dabholkar

(2006) reported that the service quality dimensions are related to overall service quality and or customer satisfaction. Fornell, (2006) expressed that satisfaction is a consequence of service quality. Hurley and Estelami (2008) argued that there is causal relationship between service quality and satisfaction, and that the perceptions of service quality affect the feelings of satisfaction.

There are various classifications of the components of service quality in marketing science. Gronroos (2004) stated that “in service environments, customer satisfaction will be built on a combination of two kinds of quality aspects; technical and functional”. Technical quality or quality of the output corresponds to traditional quality of control in manufacturing. It is a matter of properly producing the core benefit of the service. Functional quality or process quality is the way the service is delivered. It is the process in which a customer is a participant and co-producer, and in which the relationship between service provider and customer plays an important role.

Research works have shown the importance and the link of internal (employee) satisfaction to the external (customer) satisfaction. Hill and Alexander (2000) stated that there is a positive relationship between employee satisfaction and customer satisfaction and this is achieved in companies that practice employee motivation and loyalty. They reported that “employees that are more motivated to achieve customer satisfaction tend to be more flexible in their approach to their work, make fewer mistakes and use more initiative”. Fecikova (2004) conducted studies on the index method for customer satisfaction measurement and reported that the satisfaction of internal customers is one of the basic factors to satisfy the external customer since they will be in a position to deliver superior product or service when they are motivated internally.

## **METHODOLOGY**

### **3.2 Research Design**

A research design is a plan for collecting and utilizing data so that desired information can be obtained (Orodha, 2009). This research was conducted through a case study. This enabled the researcher to have an in-depth account of all the variables of study. Cooper and Schindler (2003) asserts that case studies place more emphasis on a full contextual analysis of fewer events or conditions. The selected units in a case study are studied extensively where the study extends over a period of time to ascertain substantive history of the units so as to obtain enough information for drawing correct inferences. A case study research design was employed in order to gather adequate data regarding the key variables affecting customer satisfaction among manufacturing firms.

### **3.3 Population**

According to Kothari (2006), target population is the total collection of elements about which one wishes to make some inferences. It is divided into two; target population and study population. Target population describes the large population where the small population is coming from while study population is the smaller population to be used in the research (Mugenda & Mugenda, 2003). The target population for this study was all the manufacturing firms in Kenya. The study population comprised 800 employees of milling firms and their subsidiaries who are directly or indirectly involved in supply chain operations.

The firm's operations spans across the entire supply chain in the printing industry right from the supply of raw materials, to the designing of product and actual production of flour for the final consumer. The firm has put in place mechanisms for ensuring adoption of the latest technology through benchmarking and a well skilled managerial team.

### **3.4 Sampling Frame**

Sampling frame refers to the list of items or respondents which sample has to be drawn, it constitute all the components of the study population (Dempsey, 2006).The total number of employees involved in supply chain in these firms was 800 according to (KAM, 2012). For this study the sampling frame was 240 employees who are directly and indirectly involved in the supply chain management.

### **3.5 Sample and Sampling Technique**

Due to homogeneity of the population the study applied simple random sampling to select the sample size. This is because simple random sampling gives an equal chance to every respondent in the target population thus minimizing on biasness as well as making it easy to generalize and gather the findings. The number of employees directly involved in the management of supply chain among the manufacturing firms was estimated to be 800. A sample size of 240 from a target population of 800 employees was selected. This fulfilled the minimum threshold sample size suggested by Patton (2002) who recommended 30% of the target population as an adequate sample in a descriptive case study.

### **3.6 Instruments**

According to Orodho (2009), data collection method is a tool that is used for data collection in a manner that is both objective and systematic .The study employed questionnaire as the primary data collection method. The questionnaires contained both open ended and closed ended questions. Questionnaires are effective instruments since they allow they allow the respondents to give much of their opinion as far as the research problem is concerned (Dempsey, 2008).According to Kothari (2006), Information obtained from questionnaires is free from any bias and influence from the researchers. Owing to these reasons, questionnaires were viable method for this study.

### **3.7 Data Collection procedures**

The study collected both primary and secondary data. Data collection procedure is the process of gathering pieces of information that are necessary for research process (Morris,2007).The primary data provided a presentation of the actual information that was obtained to achieve the aim of the study. Primary data was collected using both open ended and closed ended questionnaires. The instruments were self-administered to the 240 respondents who were selected for the purposes of analysis. Empirical and theoretical literature from journals, books and publications was reviewed to provide secondary data. In order to ensure the validity of the study instrument, the study undertook a pre-test study by administering a questionnaire to 4 individuals from the target sample. According to Mugenda and Mugenda (1999) a successful pilot study uses 1% to 10% of the actual sample size.

### **3.9 Data Analysis and presentation**

According to Mugenda and Mugenda (1999), data analysis seeks to make general statement on how categories or themes of data are related. The study generated both qualitative and quantitative data owing to the nature of the instrument adopted which included both open and closed ended questions. Qualitative analysis involved coding and organizing collected data into themes and concepts that address the research questions. Descriptive statistics in the form of frequencies, percentages were used for analysis in this study. Statistical Package for Social sciences (SPSS) computer software was used to present the data in the form of frequency, tables and percentages.

## RESEARCH FINDINGS AND DISCUSSION

### Introduction

The objectives of this study aimed at establishing the role of supply chain collaboration on customer satisfaction among manufacturing firms in Kenya. Descriptive statistics were used to analyze the data which was collected through questionnaires. This included percentages, pie charts, graphs and tables.

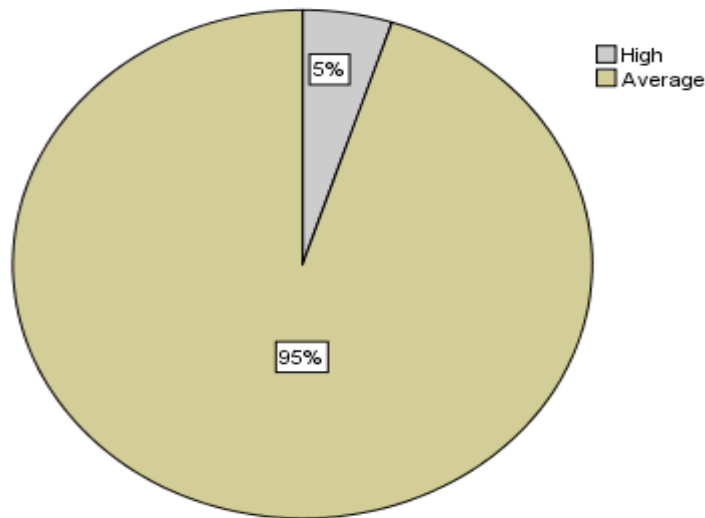
**Table 4.1 Response rate**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Response</b>	210	88%
<b>Non response</b>	30	12%
<b>Total</b>	<b>240</b>	<b>100%</b>

### Supply chainCollaboration

The study sought to establish the influence of collaboration among supply chain players on customer satisfaction among manufacturing firms. Respondents were asked to rate the level of team work among the cross-functional departments and other key players in the supply chain in their organisation. The study established that 95% of the respondents rated high and 5% rated average as shown in figure 4.4 .

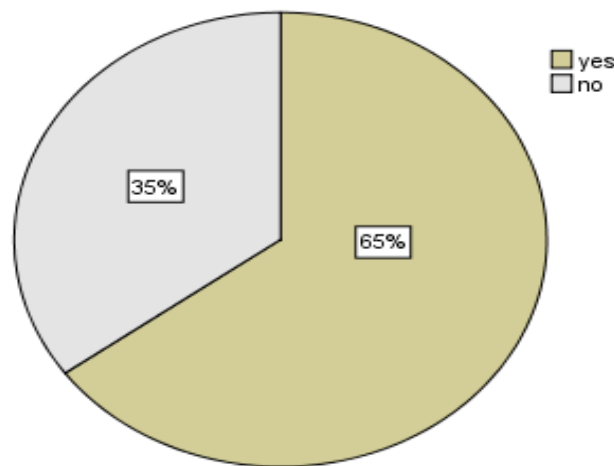




**Figure 4.4 Team work**

**4.5.1 Platform of Internal and external customers**

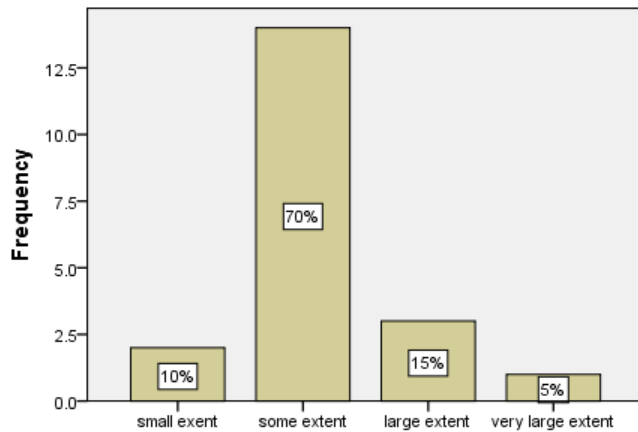
The research sought to find out whether the organization had a platform for coordinating and integrating the needs of both internal and external customers. The study established that majority 65% of the respondents gave a yes response and the remaining 35 % gave a no response as indicated in figure 4.5.



**Figure 4.5 internal and external customers platform**

**4.5.2 Supplier relationship to safe guard key strategic aspects of supply chain**

The research sought to find out the extent to which the organization had adopted supplier relationship to safeguard key strategic aspects in supply chain. Majority 70% of the respondents rated to some extent, followed by 15% who rated to a large extent, then 10% who rated to a small extent and 5% who rated to a very large extent. As indicated in figure 4.6.



**Figure 4.6 supplier relationships to safeguard key strategic aspects in supply chain**

**Customer Satisfaction**

The study sought to find out the level of customer satisfaction in terms of order processing , production time, total lead time , overall customer care service , Ability to get the attendant quickly , Attitude of the attendant , Ability to provide a solution and customers overall satisfaction with services and products offered by the organization . None of the customers was very dissatisfied with order processing , 67% of the customers were that they were satisfied , 13 dissatisfied , 8% indicated that they were satisfied with production time , 33% had no opinion , 58% were dissatisfied .In terms of Total lead time , 83% were satisfied , 8% were not sure while 8% were dissatisfied . 58% of the respondent indicated that they were satisfied with overall customer care service, 25% had no opinion, while 17% were dissatisfied with customer service. Majority 92% of the respondents were satisfied on the ability to get attendant quickly, 8% had no opinion. 25% of the respondents were very satisfied with the attitude of the attendant, 58% were satisfied, 8% had no opinion while 8% were dissatisfied with the attitude of the attendant. 20% of the respondents were very satisfied with the ability of attendant to provide a solution, 33% were satisfied, and 7% had no opinion while 20% were dissatisfied with the ability of attendant to provide a solution. 58% of the respondents were satisfied overall with the services and products offered by the organization , 10% of the respondents had no opinion and 33% of the respondents were dissatisfied overall with the services and products offered by the organization as shown in table 4.4

**Table 4.7 Customer satisfaction**

Customer satisfaction	VS	S	No opinion	DS	VDS
Order processing	0(0%)	13 (67%)	0(0%)	3 (13%)	0(0%)
Production time	0(0%)	2 (8%)	7 (33%)	11 (58%)	0(0%)
Total lead time	0(0%)	16 (83%)	2 (8%)	2 (8%)	0(0%)

Overall customer care service	0(0%)	11 (58%)	5 (25%)	3 (17%)	0(0%)
Ability to get attendant quickly	0(0%)	18 (92%)	2 (8%)	0(0%)	0(0%)
Attitude of the attendant	5 (25%)	11 (58%)	2 (8%)	2(8%)	0(0%)
Ability to provide a solution	4 (20%)	7 (33%)	5 (27%)	4 (20%)	0(0%)
Service and products	0(0%)	11(58%)	2 (10%)	7 (33%)	0(0%)

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**Key: Key: VS (very satisfied), S (satisfied), DS (dissatisfied), VDS (very dissatisfied)**

## **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter provides a summary of the study findings in light of the objectives highlighted in chapter one. Discussions, recommendations and suggestion for further research will also be provided in this chapter

### **5.2 Summary of the findings**

Globalization has not only turned the world into a global village, it has also eliminated national and international trade barriers hence according businesses a wider customer base. However, this has led to emergence of very sophisticated customers who are keen on maximizing return on their investments. Supply chain best practices provide practical solutions to the challenges associated with ever changing requirements of today's customers. This study sought to analyze the role of supply chain best practices on customer satisfaction in the printing industry in Kenya; a case study of manufacturing firms in Kenya.

**Specific objective :**To investigate the role of supply chain collaboration on customer satisfaction among the manufacturing firms in Kenya

Supply chain collaboration between cross functional teams within the organization, customers and suppliers external to it is critical in building synergy among all these payers in order to optimize product, process design, customers' and suppliers' satisfaction (Lysons&Farrington, 2007).Majority of the respondents (95%) rated the level of team work among cross-functional departments has having been high. The study also sought to know the extent to which supply chain optimization goals and objectives are aligned with the organizational corporate strategy.70% of the respondents rated the extent to be low. The research further sought to find out whether the organization had a platform for integrating the needs of both internal and external customers. The study established that majority of the respondents (65%) gave a yes response.

### **Customer satisfaction**

The study found out that majority of the customers (58%) were satisfied with overall customer service in the organization.However,58% were dissatisfied with the production time which covered period from when product design were made up to when the product was ready for packaging. Order processing and ability to get attendant quickly were considered to be very critical in customer satisfaction. The study further showed that there was lack of a proper mechanism for handling customer grievances in case there was a problem or discrepancy in product specifications. This supported findings by Iglesias &Guillen (2006) that customer satisfactionreflects a comparison between the sacrifice experienced and perceived reward. Sacrifice includes monetary cost of purchasing as well as intangible costs such as waiting.

## **Conclusions**

### **Supply chain Collaboration**

In order to harness the full potential of the teamwork among manufacturing firms, there is a need to develop a common platform where all the needs of both internal and external customers are integrated. When internal customers are satisfied, they will in turn endeavor to serve external customers to their satisfaction. There is also a need to create a co-destiny relationship with suppliers in order to safeguard the organization against stock outs which can adversely affect service delivery to the end user.

From the above study findings and analysis, it can be concluded that there is an urgent need for organizations to adopt a pro-active approach towards customer satisfaction by adopting practices that provides real-time and accurate response to customer requirements. The role played by supply chain collaboration goes a long way in enhancing a cordial relationship among players in the supply chain in order to deliver value to the final customer.

By adopting supply chain collaboration a company is able to solicit feedback and information regarding their objectives and strategies from those customers, which may include functional areas such as finance and accounting, engineering, operations, maintenance, safety/health/environment, and quality assurance—any internal business unit or function that will contribute to the initiative's success. This approach not only ensures availability of supplies but also results in lower total cost, streamlined processes, and increased responsiveness to customers' changing needs (Ballow, 2004).

## **APPENDIX II: QUESTIONNAIRE**

### **Part A: Employee profile**

The administration of this questionnaire is purely for academic purposes. The study seeks to determine the role of supply chain practices in customer satisfaction in the printing industry. All the information provided will be treated with utmost confidentiality. Answer all the questions as indicated by either ticking an option that applies or filling in the blanks. If the space provided is not adequate, you can add more information at the back of the page.

### **SECTION 1: PERSONAL INFORMATION**

Department.....

#### 1. Age

- a) 18 – 25 years
- b) 26 – 35 years
- c) 36 – 45 years
- d) Over 46years

#### 2. Academic/professional qualifications

- a) Secondary
- b) Certificate
- d) Diploma
- e) Degree

f) Advances Degree (Masters Level)

3. Working experience

a) Less than 2 years

b) 3 – 6 years

c) 7 – 10 years

d) Over 10 years

**SECTION4: SUPPLY CHAIN COLLABORATION**

1. How would you rate the level of team work among the cross-functional departments and other key players in the Supply chain in your organization?

a) High

b) Average

c) Low

2. Does your organization have a platform for coordinating and integrating the needs of both internal and external customers?

Yes ( ) No ( )

If yes please explain your answer.....

3. On a scale of 1 to 5 indicate the extent to which your organization has adopted supplier relationship to safeguard key strategic aspects of supply chain.

a) 5-to very large extent ( )

b) 4-to a large extent ( )

c) 3-to some extent ( )

d) 2-to a small extent ( )

e) 1-to a very small extent ( )

4. List down areas where you feel there is a need to develop collaboration for effective supply chain management.....

**SECTION 6: CUSTOMER SATISFACTION**

To be filled by Customers

1. Please rate the level of satisfaction with the services offered by this organization.

Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	No opinion
1	2	3	4	5

Order processing

Production time

Total lead-time

2. When you call or visit to complain or query anything, how satisfied are you on the following:

Overall customer care service

Ability to get attendant quickly

Attitude of the attendant

Ability to provide a solution

3. Overall, how satisfied are you with the services and products offered by this organization

Very satisfied

Satisfied

Dissatisfied

Very dissatisfied

No opinion

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