FACTORS AFFECTING SUPPLIER APPRAISAL IN THE MANUFACTURING SECTOR IN KENYA: A CASE STUDY OF BIDCO AFRICA LTD

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DECLARATION

This project is my original work and has not been presented for a degree in any other University

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DEDICATION

This research project is dedicated to my beloved family members whose support both spiritual and emotional has been instrumental all through during my studies.

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ABSTRACT

The focus of this study was to determine factors affecting supplier appraisal in the manufacturing sector in Kenya with respect to Bidco Africa Limited. Lack of sufficient information about market demand, customer preference, or trends increases the level of uncertainty perceived by the buyer/supplier in its purchase/supply decision. The objectives of the study were to find out how criteria cost, lead time, quality assessment, and technical capacity on supplier appraisal in the manufacturing sector in Kenya. The study adopted a descriptive research design. Stratified random sampling was used to select a sample of 52 employees from the target population which is heterogeneous. The target population comprised of 104 employees of Bidco Africa Limited which included top management, middle management, and support staff. Primary data was collected using a questionnaire. Data was analyzed through descriptive statistics. Data was presented with aid of tables. The findings revealed that cost, lead time, quality assessment, and technical capacity are significant criteria in supplier appraisal. The results suggest that cost-effectiveness is essential in enhancing competitiveness and sustaining long-term profitability. Moreover, lead time is a decisive factor in supplier appraisal, with short lead times being highly desirable for manufacturers. Quality assessment is critical in ensuring high-quality products for customers, while technical capacity is essential in ensuring long-term success. The paper recommends that companies should conduct objective, transparent, and consistent supplier appraisals based on specific criteria such as cost, technical capacity, quality, and lead time. Future studies should investigate the impact of different approaches to supplier appraisal and the relationships between theoretical perspectives and supplier appraisal.

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LIST OF ABBREVIATIONS

AI	Artificial Intelligence
CEO	Chief Executive Officer
GDP	Gross Domestic Product
IoT	Internet of Things
ML	Machine Learning
SCM	Supply Chain Management
SMEs	Small and Medium-Sized Enterprises
TCE	Transaction Cost Economics
USA	United States of America

OPERATIONAL DEFINITION OF TERMS

Criteria Cost The price paid or required for acquiring, producing, or maintaining something, usually measured in money, time, or energy; expense or expenditure; outlay.

Lead Time This is a span of period with which an organization takes to respond to customer demand regarding order delivery and services. It measures how long it takes to complete a process from beginning to end. In manufacturing, lead time often represents the time it takes to create a product and deliver it to a consumer.

Quality Assessment This is the data collection and analysis through which the degree of conformity to predetermined standards and criteria are exemplified. If the quality, through this process is found to be unsatisfactory, attempts are made to discover the reason for this.

Supplier Appraisal Is the process of assessing and evaluating suppliers based on their performance, quality, delivery, and cost. It is an important aspect of supply chain management as it helps organizations identify the most reliable, efficient, and cost-effective suppliers, and mitigate potential risks associated with supplier relationships.

Technical Capacity This means the maximum firm capacity that a company can offer to the buying organization, taking account of integrity and the operational and conformance requirements.

CHAPTER ONE
INTRODUCTION

1.0 Introduction of the study

This chapter deals with investigations on the factors affecting supplier appraisal in the manufacturing sector in Kenya with specific reference to Bidco Africa Limited. The chapter focuses on the background of the study, statement of the problem, objectives of the study, research questions and the significance of the study, scope and limitations of the study.

1.1 Background of the study

Supplier appraisal is a crucial process in supply chain management that involves evaluating the performance of suppliers and their ability to meet quality and delivery standards. The process involves assessing suppliers against various metrics such as quality, delivery, cost, and compliance with regulations. It involves evaluating potential or existing suppliers to ensure they meet a manufacturer's desired quality, delivery, cost, and reliability expectations. Supplier appraisal is one of the crucial functions of the manufacturing industry as it enables organizations to identify and evaluate the performance of their suppliers. The manufacturing industry has become more competitive, necessitating the use of quality suppliers to improve performance and competitiveness (Báez-Montenegro et al., 2020).

Different sectors use varying parameters to assess supplier performance, including quality management systems, financial viability, technological capabilities, and delivery performance, among others (Dai et al., 2020). Supplier appraisal strategies continue to evolve, with more emphasis now being placed on environmental sustainability concerns. Manufacturers use green supplier appraisal practices to evaluate supplier performance on environmental issues such as carbon emissions, recycling, and water usage (Huo et al., 2021). The evolution of technology in the manufacturing sector has also contributed to changes in supplier appraisal processes. Artificial Intelligence (AI), Machine Learning (ML), and the Internet of things (IoT) have enabled manufacturers to use real-time supplier risk identification and assessment (Lai et al., 2020).

In Saudi Arabia, the manufacturing sector plays a significant role in the country's economy, accounting for 10% of its non-oil GDP (AlZahrani & AlZahrani, 2021).

Given the sector's importance, supplier appraisal plays a vital role in ensuring the sustained success of manufacturing operations in Saudi Arabia. Supplier appraisal involves evaluating the performance of potential or existing suppliers in terms of quality, delivery, cost, and reliability expectations. Although the manufacturing sector in Saudi Arabia has significant potential, it faces challenges in identifying the appropriate appraisal strategies to evaluate suppliers' performance (Alguwaizani et al., 2021). One of the challenges faced in Saudi Arabia's manufacturing sector is the lack of standardization in supplier appraisal criteria. Another critical factor affecting supplier appraisal in the Saudi Arabian manufacturing sector is the country's increasing focus on sustainability. Saudi Arabia is committed to reducing its carbon footprint, and manufacturing companies are under pressure to reduce their environmental impact. This has led to the adoption of green supplier appraisal practices to evaluate supplier performance based on environmental criteria such as sustainability practices (AlZahrani & AlZahrani, 2021).

In Europe, the manufacturing sector is a significant contributor to the economy and accounts for around 20% of its GDP (European Parliament, 2020). The sector is subject to a wide range of quality and safety standards, and effective supplier appraisal is critical to ensuring that products meet these standards. In recent years, European manufacturers have faced various challenges in identifying appropriate supplier appraisal strategies to improve performance and sustainability. One of the significant challenges facing the manufacturing sector in Europe is globalization. As manufacturers increasingly source goods and services from suppliers in other countries, they must ensure that suppliers meet their expectations in terms of quality, delivery, cost, and sustainability. This requires robust supplier appraisal practices to evaluate suppliers' performance effectively and minimize risks such as delayed deliveries and quality issues (Prasad et al., 2021). Another challenge facing the manufacturing sector in Europe is the increasing emphasis on sustainability. Manufacturers must ensure their supply chains are environmentally sustainable, and this extends to supplier appraisal practices. Green supplier appraisal practices are becoming increasingly crucial in evaluating suppliers' environmental practices, such as reducing carbon emissions, recycling, and sustainable sourcing (Rahman et al., 2020). The use of technology is also transforming supplier appraisal practices in the European manufacturing sector. The adoption of AI, data analytics, and ML has enabled manufacturers to evaluate supplier

performance more accurately and efficiently. These technologies provide real-time data, enabling manufacturers to identify supplier risks and take corrective action quickly (Prasad et al., 2021).

The manufacturing sector in Africa is growing rapidly, and it is becoming a vital contributor to many African countries' economies. The sector provides jobs for millions of people and contributes to the continent's economic growth. Effective supplier appraisal is essential to the success of manufacturers in Africa, and it involves evaluating potential or existing suppliers in terms of quality, delivery, cost, and sustainability expectations. However, evaluating suppliers' performance remains a challenge for manufacturers in Africa. One of the significant challenges facing manufacturers in Africa is the lack of standardization in supplier appraisal criteria. The criteria for evaluating performance vary between manufacturers, affecting the ability to measure and manage supplier performance consistently. There is a growing awareness among African manufacturers of the importance of standardizing supplier appraisal criteria to improve supplier management and establish a competitive advantage (Abe et al., 2020). Another challenge facing manufacturers in Africa is the lack of reliable data on suppliers, making supplier appraisal a time-consuming and challenging process. Many suppliers in Africa are small and medium-sized enterprises (SMEs), and they may not have adequate resources to provide reliable data on their performance. This limits the manufacturer's ability to assess the supplier's quality, reliability, and sustainability (Kiliba, 2021).

Despite these challenges, manufacturers in Africa are adopting various strategies to improve supplier appraisal practices. Some African manufacturers are using technology-based appraisal, such as machine learning algorithms and artificial intelligence, to evaluate supplier performance accurately and efficiently (Mogaji & Matanda, 2019). By using technology, manufacturers in Africa can improve supplier appraisal efficiency and reduce the potential for supplier failure. Another critical factor affecting supplier appraisal in the African manufacturing sector is the focus on sustainability. Many African countries are experiencing environmental challenges, such as climate change and resource depletion, and manufacturers are under pressure to reduce their environmental impact. Adopting green supplier appraisal practices can help manufacturers assess suppliers' environmental practices' sustainability, such as

reducing carbon emissions, recycling, and sustainable sourcing (Kachingwe et al., 2020).

The manufacturing sector in East Africa continues to grow, providing employment opportunities and contributing to the region's economic growth. The region's supply chain is made up of various suppliers, from raw materials to finished products, and managing supplier performance is crucial for achieving operational efficiency and competitiveness. This paper provides a background on supplier appraisal in the manufacturing sector in East Africa, the challenges faced, and the strategies adopted to address them. One of the significant challenges facing manufacturers in East Africa is the lack of quality standards for their suppliers. In East Africa, many suppliers are small and medium-sized enterprises (SMEs) that may not have access to resources or infrastructure necessary for maintaining high-quality standards (Kimathi & Rieger, 2021). As a result, manufacturers may encounter barriers in assessing supplier performance consistently. Moreover, inadequate data forms another challenge in the supplier appraisal process. In East Africa, data on suppliers may be insufficient, unreliable, or inaccessible, making it hard to make informed decisions on which supplier to select. This is especially the case when working with SMEs that are not required to adopt modern record-keeping systems (Mutwiri et al., 2021). This situation complicates the process of assessing supplier performance. Despite these challenges, manufacturers in East Africa have adopted various strategies for supplier appraisal.

An area that has gained popularity in recent years is supplier collaboration. Collaboration in the supplier appraisal system refers to a situation where the manufacturer and the supplier work jointly, share information, and make collective decisions regarding supplier performance. This process helps create a transparent supply chain and ensure timely delivery, fewer defects, and improved quality (Kagiri, 2021). In addition, technology has become an essential tool in supplier appraisal. Information systems and advanced analytics are used to monitor supplier performance, track supplies, and predict potential supply-chain disruptions. This development is in line with the growing trend of digital transformation in supply chain management (Kamau & Ombuki, 2021). It also enables suppliers to move and share data in real-time, improving the accuracy of supplier appraisal.

The manufacturing sector in Kenya is a significant contributor to the country's economy, providing employment opportunities and contributing to the country's Gross Domestic Product (GDP). The effectiveness of suppliers is critical in the manufacturing sector, influencing the quality, cost, and sustainability of manufacturing activities. This paper provides a background on supplier appraisal in the manufacturing sector in Kenya, identifying the challenges faced, and the strategies adopted. A significant challenge facing manufacturers in Kenya is the inconsistent quality of supplies from suppliers. In Kenya, some suppliers are small-scale producers with limited resources, skills, and knowledge. These limitations can lead to poor quality supplies, leading to increased manufacturing costs and low product quality (Wachira et al., 2021). Manufacturers must, therefore, regularly evaluate their suppliers to ensure they meet quality and performance standards. Another challenge in supplier appraisal in Kenya is the lack of reliable data on suppliers. The majority of suppliers in Kenya are small and medium enterprises (SMEs) making it challenging to acquire data on their performance (Odera & Rabah, 2021).

Furthermore, small firms may lack modern databases and management information systems, which makes it hard to access reliable data to evaluate supplier performance. Despite these challenges, the Kenyan manufacturing industry has adopted several strategies to address these challenges. Supplier collaboration is an essential strategy adopted to address quality issues and reduce supply chain inefficiencies (Acharya et al., 2021). Through this process, suppliers and manufacturers work collaboratively, share information and make collective decisions in a bid to enhance supplier performance. Furthermore, the adoption of technology in supplier appraisal is another strategy used in the Kenyan manufacturing industry. Many manufacturers have integrated digital supply chain management systems, which provide real-time data on supplier performance (Mungai & Oketch, 2019). With these systems, manufacturers can monitor supplier performance, track supplies, and identify problems in real-time.

1.1.3 Bidco Africa Limited

Bidco Africa Limited is a leading consumer goods manufacturer headquartered in Thika, Kenya. The company was first established in 1985 as a small trading business. In its early days, Bidco Africa Limited mainly imported and exported consumer goods such as sugar, wheat, maize, and cooking oil. The company's focus later shifted to

manufacturing, and today, it has an extensive portfolio of products ranging from beauty and personal care to food and beverages (Bidco Africa Limited, 2022)

The founder and current CEO of Bidco Africa Limited is Vimal Shah, who started the company with a vision of producing affordable consumer products for the East African market. Under his leadership, Bidco Africa Limited has become one of the largest manufacturers and distributors of consumer goods in East Africa. The company operates in various sectors, including personal care, hygiene, and food and beverages. Bidco Africa Limited's products are available in over 17 countries across Africa, with a significant presence in Kenya, Uganda, Tanzania, and Rwanda. The company has a wide range of products, including beauty and body care, household cleaning, edible oils, tea, and snacks (Business Daily Africa, 2021).

Over the years, Bidco Africa Limited has invested heavily in research and development to improve the quality and affordability of its products. The company has a state-of-the-art manufacturing facility in Thika, which is equipped with the latest technology to ensure that the products are of the highest quality. Bidco Africa Limited has a robust social and environmental impact program, which aims to promote sustainable practices. The company has made significant investments in renewable energy sources, such as solar panels and biomass boilers, to power its factories. Additionally, the company has implemented environmentally friendly packaging and waste management practices (African Development Bank, 2019).

According to a report by Business Daily Africa, Bidco Africa Limited recorded a significant increase in revenue in 2020 despite the challenges posed by the COVID-19 pandemic. The company's revenue increased by 10% to Ksh 44 billion, while its net profit increased by 15% to Ksh 2.3 billion. The company attributed its success to its ability to adapt quickly to changing market conditions and the continued demand for its products. Bidco Africa Limited has received numerous awards for its commitment to quality and sustainable practices. In 2019, the company was recognized by the African Development Bank for promoting sustainable agriculture practices. The company has also been recognized by the Kenyan government for its contribution to job creation and the promotion of the country's manufacturing sector. Bidco Africa Limited has a strong focus on empowering the local community. The company has implemented several initiatives to support smallholder farmers, including providing them with training and

access to affordable farming equipment. Additionally, the company has established a scholarship program to support the education of talented but disadvantaged children in the community. The future looks bright for Bidco Africa Limited, with the company continuing to expand and innovate in new markets and sectors. The company recently launched a new range of tea products, which has already gained a significant market share in Kenya. Bidco Africa Limited also plans to enter new markets in West Africa, such as Ghana and Nigeria, in the near future (Government of Kenya, 2021).

1.2 Statement of the Problem

The manufacturing sector is a vital component of Kenya's economy, contributing significantly to GDP and providing employment opportunities. One of the essential processes in the manufacturing sector is the supplier appraisal process, which involves evaluating the performance of suppliers to ensure quality and timely delivery of materials. However, several challenges arise supplier appraisal process ~~in this process~~, which can negatively affect the manufacturing process. Studies show that lack of reliable information on supplier performance, inadequate information sharing between suppliers and manufacturers, inefficient supplier appraisal and inadequate supplier engagement has resulted in a lack of understanding of the requirements and expectations of both parties. It has negatively impacted the quality and timeliness of deliveries, resulting in delays and increased costs, and lead to misunderstandings and disagreements, affecting the efficiency of the appraisal process (Karanja & Murgo, 2019; Kariuki & Oyugi, 2018; Anderberg, Kolesarova & Jacobsson, 2020).

Finally, poor monitoring and evaluation have been identified as significant challenges affecting the supplier appraisal process in the manufacturing sector in Kenya. According to Matara (2019), manufacturers must regularly monitor supplier performance to identify areas that require improvement. However, poor monitoring and evaluation can lead to a lack of accountability, which may result in the continuation of poor supplier performance, ultimately affecting the quality and timeliness of deliveries and product quality (Matara,2019). Therefore, identifying and addressing the challenges facing supplier appraisal is crucial to enhancing the efficiency and effectiveness of the manufacturing process in Kenya, with Bidco Africa Limited as a focus in this study.

1.3 Objectives of the study

1.3.1 General objective of the study

The general objective of the study was to determine factors affecting supplier appraisal in the manufacturing sector in Kenya. A case study of Bidco Africa Limited.

1.3.2 Specific objectives

i. To assess how criteria cost affects supplier appraisal in the manufacturing sector in Kenya
ii. To establish how lead time affect supplier appraisal in the manufacturing sector in Kenya
iii. To determine the effect of quality assessment on supplier appraisal in the manufacturing sector in Kenya
iv. To find out the effect of technical capacity on supplier appraisal in the manufacturing sector in Kenya

1.4 Research questions

i. How does the cost criteria affect supplier appraisal in the manufacturing sector in Kenya?
ii. How does lead time affect supplier appraisal in the manufacturing sector in Kenya?
iii. How does the quality assessment affect supplier appraisal in the manufacturing sector in Kenya?
iv. How does quality assessment affect supplier appraisal in the manufacturing sector in Kenya?

1.5 Significance of the study

The study would help the management identify the challenges that the firm face during supplier appraisal and look for ways that they can change these challenges and turn them into positivity's for the sector. They will learn the positive effects of supplier appraisal have on their performance of service provision public institutions. This study would help them put more emphasis on proper implementation of supplier appraisal. The study would be an additional source of literature review to those researchers who wish to enhance their knowledge on vendor managed inventory. It will be very useful to further research that are new in the field of research studies, especially to those

researchers that have inadequate skills of developing research studies; they will be able to use this project as a reference.

1.6 Scope of the study

The scope of this study was limited four factors namely; cost criteria, lead time and quality assessment on supplier appraisal in the manufacturing sector in Kenya with reference to Bidco Africa Ltd. The target population was the 104 employees Bidco Africa Ltd, and a sample population of 52 employees was selected from the target population. The study was undertaken in the months of June 2023 to September 2023.

1.7 Chapter Summary

This chapter entails the background on supplier appraisal, statement of the problem, objectives the study and the research questions, significance of the study and lastly the scope of the study, the target population and the time span. The study will be done to investigate the factors affecting supplier appraisal in the manufacturing sector in Kenya.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

Literature review is the process of identifying, evaluating and presentation of all the relevant information and so on. It helps a relevant methods and procedures used in previous studies. This chapter is therefore devoted to the review of literature related to the problem. It entails the theoretical review, empirical review, summary of the reviewed literature, and lastly the knowledge gaps. The review mainly concentrates on clarifying issues related to supplier appraisal to enable procurement performance as observed by other researchers and scholars.

2.1 Theoretical Literature Review

The study will be built around the Resource-based view theory, Transaction cost theory, Supplier relationship management theory, and Contingency theory offer important insights into the factors affecting supplier appraisal in the manufacturing sector in Kenya, as demonstrated in the case of Bidco Africa Limited. These theories offer valuable perspectives on how organizations can evaluate and select suppliers based on their competitive advantage, transaction costs, supplier relationships, and organizational and environmental context. By applying these theories, Bidco Africa Limited is able to make informed supplier appraisal decisions that enhance its competitiveness and support its long-term success in the Kenyan manufacturing sector.

2.1.1 Resource-Based View Theory

The Resource-Based View Theory, as proposed by Jay B. Barney, suggests that organizations have unique resources and capabilities that give them a competitive advantage over others. These resources can be tangible, such as equipment and technology, or intangible, such as knowledge and reputation. The theory further suggests that companies must identify and leverage these resources to gain a competitive edge in the market (Porter, 1985).

In the context of Bidco Africa Limited, the theory implies that the company's resources and capabilities, such as its strong brand reputation, extensive distribution network, and

product innovation, contribute to its ability to evaluate and select the best suppliers and remain competitive in the long run. Bidco Africa Limited's focus on innovation has led to various successful product launches, such as the Bidco Africa's Top Fry cooking oil and Elianto spread, which have contributed significantly to its competitive advantage.

Moreover, Bidco Africa Limited's extensive distribution network allows the company to reach a vast customer base across Africa. The company's distribution channels range from retail outlets to supermarkets, wholesalers, and even direct sales to consumers. This distribution network plays a vital role in the company's competitive advantage since it ensures that its products reach as many customers as possible.

Bidco Africa Limited's strong brand reputation also plays a significant role in the company's competitive advantage. The company has built a reputable brand over the years by offering high-quality products and services to its customers. The company's positive brand image makes it easier for the company to evaluate and select the best suppliers who can meet its needs and expectations.

2.1.2 Transaction Cost Theory

The Transaction Cost Theory, as proposed by Oliver Williamson, suggests that organizations evaluate and select suppliers based on the cost and complexity of the transaction involved in the procurement process. The theory further asserts that organizations aim to minimize transaction costs, including searching, negotiating, and monitoring costs, to maximize value. At Bidco Africa Limited, the company's supplier appraisal process considers the transaction costs involved in sourcing inputs from potential suppliers. The company evaluates potential suppliers based on factors such as delivery reliability, quality consistency, and price stability to ensure that suppliers offer the best value for money. By considering these factors, the company aims to minimize transaction costs and maximize its purchasing power (Williamson, 1991).

Moreover, the Transaction Cost Theory suggests that organizations often adopt vertical integration strategies to reduce transaction costs by bringing the production of goods or services in-house. Bidco Africa Limited has adopted a similar strategy by establishing its farms to grow its inputs such as palm oil, peanuts, and soya. This vertical integration strategy aims to reduce transaction costs associated with sourcing inputs from third-

party suppliers. The Transaction Cost Theory offers insights into how transaction costs shape the supplier appraisal process at Bidco Africa Limited and its influence on the company's procurement decisions. The theory suggests that the company's supplier appraisal process aims to lower transaction costs by evaluating the reliability and consistency of suppliers' inputs, thereby ensuring a stable supply chain. This process also enables the company to make informed procurement decisions that optimize its procurement strategy.

2.1.3 Supplier Relationship Management Theory

The Supplier Relationship Management Theory, as proposed by Cousins et al. (2019), suggests that organizations need to build strong and sustainable relationships with suppliers to improve collaboration, reduce transaction costs, and enhance value creation. The theory posits that organizations can leverage supplier relationships to drive innovation and improve their competitive advantage. At Bidco Africa Limited, the supplier appraisal process considers the potential for building strong relationships with suppliers. The company assesses suppliers' track record, cultural fit, and willingness to collaborate on innovative solutions. This appraisal process is an indication that the company acknowledges the importance of supplier relationships and aims to build ongoing, collaborative partnerships with suppliers.

Moreover, the Supplier Relationship Management Theory suggests that robust supplier relationships enhance the flow of information and increase the potential for co-creation of value. By building such relationships, organizations can leverage suppliers' expertise and capabilities to improve their own operations and drive innovation. Bidco Africa Limited's appraisal process aims to identify suppliers with whom they can develop sustainable relationships and collaborate on innovative solutions that add value to the company's operations. The Supplier Relationship Management Theory offers insights into how Bidco Africa Limited leverages supplier relationships to drive innovation and improve its competitiveness. The company's supplier relationship management practices allow it to create a competitive advantage by optimizing the flow of information and resources between the company and its suppliers.
(Cousins, Lamming, & Bowen, 2019).

2.1.4 Contingency Theory

Contingency theory, as proposed by scholars such as Burns and Stalker (1961) and Lawrence and Lorsch (1967), suggests that there is no universal way to manage an organization's supply chain. Instead, the effectiveness of a supplier appraisal process depends on the specific environmental factors and organizational objectives. The theory posits that organizations must adapt their supplier appraisal strategies to the specific context in which they operate to achieve the best results. At Bidco Africa Limited, the supplier appraisal process is tailored to the unique needs and objectives of the organization in the Kenyan manufacturing sector. The company considers various environmental factors such as local sourcing, regulatory compliance, and sustainability in its supplier appraisal process. This approach demonstrates how the company has leveraged the contingency theory to tailor its supplier appraisal process to suit the unique context in which it operates.

Moreover, the contingency theory suggests that organizations must be flexible and adaptable to changes in the environment if they are to be successful. In the case of Bidco Africa Limited, the company's supplier appraisal process considers changes in the regulatory environment, changing consumer and market demands, as well as other environmental factors. By adapting its supplier appraisal process to changes in the environment, the company can remain competitive and achieve its objectives. The contingency theory offers insights into the importance of adapting supplier appraisal strategies to the specific environmental and organizational context. Bidco Africa Limited's supplier appraisal process is tailored to the unique needs and objectives of the organization in the Kenyan manufacturing sector. This demonstrates how the company has adapted its supplier appraisal process to suit the specific context in which it operates.

2.2 Empirical Literature Review

The empirical literature review seeks to examine the criteria used by organizations in supplier appraisal, including the impact of cost, lead time, assessment practices, and technical capacity. The objectives of this review are to identify the key criteria used by organizations in supplier appraisal, understand how these criteria are evaluated and assessed, and examine the impact of these criteria on supplier performance and organizational competitiveness.

2.2.1 Criteria Cost and Supplier Appraisal

Criteria cost is a significant factor that affects the supplier appraisal process in the manufacturing sector. Criteria costs refer to the various expenses associated with the appraisal, such as data gathering, analysis, and reporting. According to Barnes and Liao (2021), increasing pressure from stakeholders and changes in organizational priorities leads to more scrutiny of supplier appraisal costs. The costs incurred during supplier appraisal can affect the budget, expenditure plans and financial performance of the organization. Manufacturer companies need to ensure that supplier appraisal costs are aligned to organizational goals and are optimal in meeting requirements.

A study by Wang et al. (2021). "The Impact of Criteria Costs on Supplier Selection Decisions in the Pharmaceutical Industry". The study examined the impact of criteria costs on supplier selection decisions in the pharmaceutical industry. The research used the total cost of ownership approach to evaluate supplier selection based on criteria cost. The study found that product quality, compliance with regulations, and ethical standards impact the decision-making process.

Adeniran et al. (2019) examined the impact of criteria costs on supplier selection in the automotive industry. The study found that criteria costs such as purchasing costs, transportation costs, and payment terms can have a significant impact on supplier selection, and could result in increased efficiency and profitability for manufacturing companies.

Li et al. (2021) investigated the effect of criteria cost on supplier appraisal in the textile industry. The research showed that criteria costs can impact supplier appraisal

decisions, as suppliers with lower criteria costs tend to be more attractive to textile manufacturers. The study also highlighted that the reliability of supplier selection criteria is important for ensuring that procurement processes are effective.

He, Li, Liu, Pan, and Chen (2019) worked on "Criteria Costs in Supplier Selection: An Empirical Study on the Food Industry in Canada "The study examined the role of criteria costs in supplier selection in the Canadian food industry. The research identified that criteria costs such as freight costs, ordering costs, and inventory holding costs can affect supplier selection and that supply chain management practices may need to be adjusted to account for these factors.

Finally, Kim et al. (2020) investigated the factors affecting supplier selection in the medical device industry in South Korea. The study found ~~research showed~~ that criteria costs, including delivery costs and return costs, are one of the most important considerations in supplier appraisal decisions.

2.2.2 Lead Time and Supplier Appraisal

Lead time is the duration between placing an order and receiving the goods. In the manufacturing industry, lead time influences the production schedule, inventory management, and on-time delivery of final products. The lead time factors in the supplier appraisal process are essential in meeting production requirements and ensuring smooth supply chain management. According to Jónsson, Skarin, and Wallin (2020), shorter lead times lead to better production efficiency and reduced inventory holding costs. Manufacturers, therefore need to evaluate their suppliers' lead time capabilities in enhancing production processes and optimizing costs. Application of lead time factors and appraisal during supplier evaluation ensures that manufacturers can achieve on-time delivery of goods and help an organization to meet customer expectations. Ma, Huo, Wang, and Zhao (2019) investigated the impact of lead time management on supplier performance in the construction industry. The research showed that reducing lead times can result in improved supplier performance in terms of delivery times and product quality, leading to increased customer satisfaction.

Liu, Zhang, and Zhang (2020) investigated the effects of lead time variability on

supplier appraisal in the automotive industry. The study found that lead time variability can have a negative impact on supplier appraisal by increasing inventory carrying costs and reducing the reliability of supply chain partners.

Almohanna, Khan, and ALMashaqbeh (2021) examined lead time optimization in supply chain management in a manufacturing company in Saudi Arabia. The study found that lead time optimization can result in reduced inventory levels, improved customer service, and increased profit margins for manufacturers.

In addition, Singh, Singh, and Varma (2019). investigated the impact of lead time on supplier performance in Indian manufacturing companies. The study found that reducing lead times can lead to improved supplier performance in terms of on-time delivery rates, product quality, and responsiveness to customer needs.

Li, Zhang, and Chen (2021) investigated the impact of lead time management on supplier appraisal in the aerospace industry. The research showed that lead time management can reduce risks in the supply chain, increase supply chain flexibility, and improve supplier performance in terms of delivery times and product quality.

2.2.3 Quality Assessment and Supplier Appraisal

Quality management is an essential aspect of the manufacturing industry to ensure the final product meets customer expectations. Quality assessment is a critical consideration in supplier appraisal in the manufacturing sector, as it significantly affects the final product's quality, customer satisfaction, and brand image. According to Lee, Lee, and Shih (2021), quality assessment should involve the evaluation of the supplier's quality management system and the supplier's ability to provide consistent, timely, and ethical raw materials and components. Manufacturer companies, therefore, must implement a system that ensures supplier appraisal focuses on quality metrics such as consistency in the availability of raw materials, conformity assessment and adherence to ethical principles.

A study by Park, Hong, Song, and Lee (2019) examined the factors affecting supplier appraisal in the food and beverage industry. The research highlighted that product

quality, price, and delivery reliability are critical factors in supplier appraisal, along with regulatory compliance, environmental sustainability, and ethical considerations.

Lee, Choi, and Lee. (2019) compared supplier appraisal criteria between European and Asian manufacturing companies in the automotive industry. The research showed that both regions prioritize factors such as product quality, delivery reliability, and cost-effectiveness in supplier appraisal, but also highlighted regional differences such as the importance of environmental sustainability in European supply chains.

Zhu, Li, Wang, and Huang (2020) proposed a key performance indicator-based quality assessment method for suppliers in the textile industry. The research highlighted the importance of ongoing quality monitoring and supplier feedback as part of a comprehensive supplier appraisal process.

Ivanov, Pavlyushchik, Dolgui, and Sokolov. (2019) investigated the quality assessment of suppliers in the aerospace industry in Russia. The research showed that factors such as certification, experience, and technical expertise were important considerations in supplier appraisal, along with compliance with safety standards and regulations.

2.2.4 Technical Capacity and Supplier Appraisal

The manufacturing industry relies heavily on technology and technical capacity to ensure efficient production processes that meet volume and delivery requirements. In the supplier appraisal process, technical capacity plays a critical role since it influences the availability of technical personnel, functioning machinery and equipment. According to Ren, Fan, and Liu (2020), businesses need to consider the technical capabilities of their suppliers when selecting a supplier. Technical capacity factors include technological innovations, technical staff proficiency, and production infrastructure. This ensures that manufacturers can achieve consistent product quality, production efficiency, and optimize costs. Manufacturers can protect their organizations against potential supply chain disruptions by selecting suppliers based on technical capacity factors.

A study by Li, Zhang, Chen, and Shi. (2021). assessed supplier technical capability in the electronics industry. The study found that R&D capability, knowledge transfer, and

supply chain management expertise were important in supplier appraisal in this sector. Diedericks, van der Merwe, and Roodt. (2021) examined the technical capability of suppliers in the pharmaceutical industry in South Africa. The study showed that technical capabilities such as manufacturing processes, equipment reliability, and regulatory compliance were critical factors in supplier appraisal.

Zheng, Tan, Chen, and Hou. (2019) analyzed the technical capacity of suppliers in the automotive industry. The study findings showed that technical capacity factors such as production efficiency, product innovation, and process capabilities were critical in supplier appraisal decisions.

Bennet, Mahil, Devarakonda, and Ramachandran. (2020) examined the technical capability of suppliers in the medical device industry. The research findings showed that factors such as ISO certification, product quality, and regulatory compliance were key considerations in supplier appraisal.

Liao, Herrera, Rungtusanatham, and Pagell. (2020). explored the role of technical competence in supply chain capability development. The research findings showed that technical competence at both the individual and organizational levels was critical in building effective supplier relationships and improving supply chain performance.

Zhang, Yang, Li, and Yang (2019) proposed a supplier selection model based on technical capability and environmental sustainability in the chemical industry. The research findings showed that considering both factors in supplier appraisal can result in improved supply chain performance and reduced environmental impact.

2.3 Summary of Research Gaps

Based on the literature review, there are several research gaps in the factors affecting supplier appraisal in the manufacturing sector in Kenya, with a specific focus on Bidco Africa Limited. This section presents a summary of the empirical review's findings and the arising gaps to be addressed in the research study.

Table 1 Summary and Research Gaps

Author	Findings	Study gaps	Focus of current study
Jony et al. (2019)	-Autocratic leadership was positive and insignificant on organizational performance whereas democratic leadership significantly influenced performance	The study's findings were contextualized to the Bangladesh hospitality sector whose culture and social background is different from Kenya. The study did not also consider five-star hotels as it only covered restaurants.	-This study will cover the contextual gap by examining leadership styles in a Kenyan context with a focus on 5-star hotels, resorts and restaurants
Goyal, Kiran & Bose (2023)	-Using a survey design, determined that autocratic leadership negatively and insignificantly influenced organizational performance among family-owned hospitality firms in India. Transformational leadership was positive and significant.	-The study did not explore the potential moderating effects of variables such as organizational culture or industry characteristics on the relationship between leadership styles and organizational performance.	-This study aims to build on the findings of Goyal et al. (2023) by examining the impact of leadership styles on organizational performance across various industries in a global context, while also considering the potential moderating effects of organizational culture and industry characteristics.

2.4 Conceptual Framework

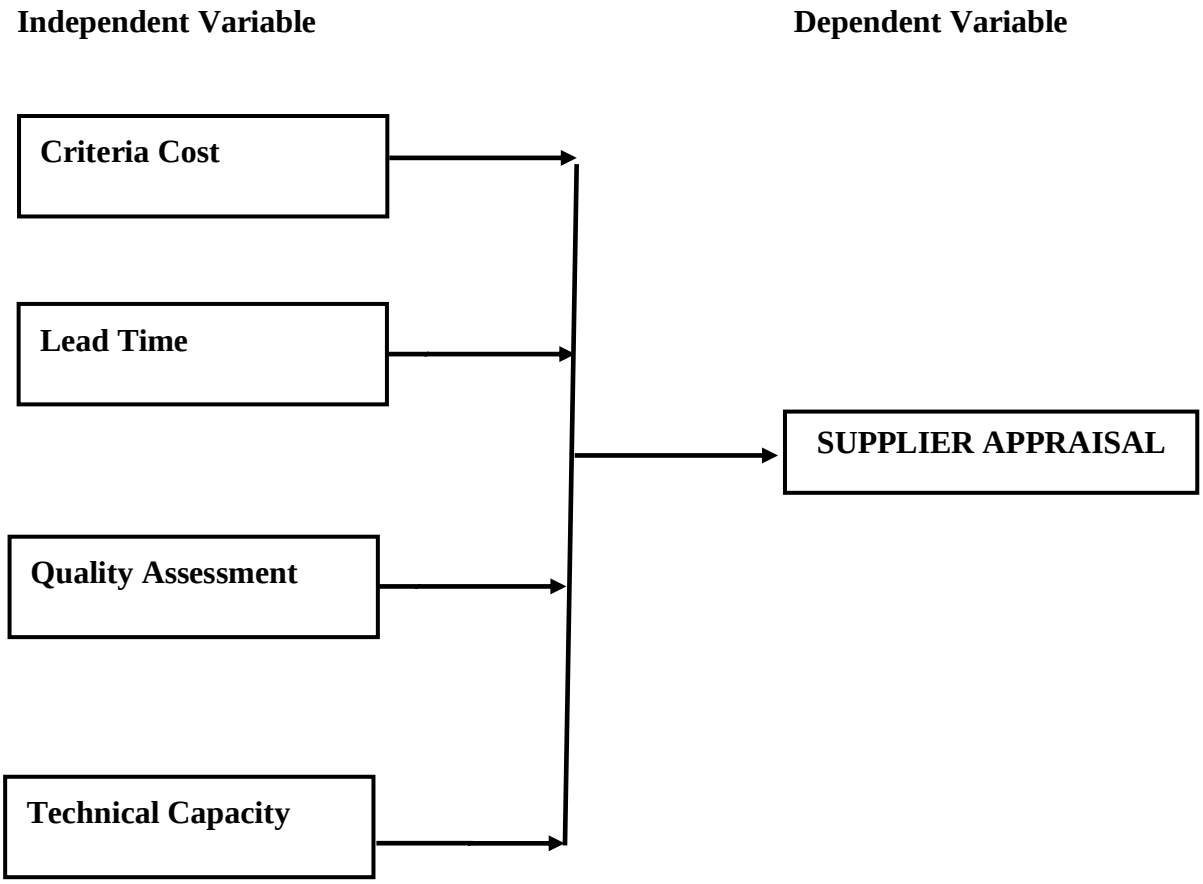


Figure 1: Conceptual framework

2.5 Operationalization of Variables

This section of the study clearly outlines the study variables as well as variable indicators and how they were measured to meet study objectives as tabulated below.

Table 1: Operationalization of Variables

Variable	Predictors	Analysis	Measurement
Criteria Cost	Price competitiveness	Descriptive Statistics	Percentages, Frequencies
	Total cost of ownership		
	Payment terms		
	Cost savings potential		
	Price stability		
Lead Time	Manufacturing lead time	Descriptive Statistics	Percentages, Frequencies
	Delivery lead time		
	Order fulfillment time		
	Time to market		
	Response time for inquiries		
Quality Assessment	Quality management system	Descriptive Statistics	Percentages, Frequencies
	Product certification		
	Compliance with industry standards		
	Product testing and validation		
	Warranty and guarantee terms		
Technical Capacity	Technology and innovation	Descriptive Statistics	Percentages, Frequencies
	Manufacturing capability		
	Equipment capacity		
	Research and development capabilities		
	Technical expertise and knowledge		
Supplier appraisal	Corporate Social Responsibility Financial stability	Descriptive Statistics	Percentages, Frequencies
	Relationship management, Customer service and Risk management		

2.6 Chapter Summary

The literature review section encompasses a comprehensive analysis of prior research that is pertinent to the study's variables and aligns with its objectives. This involves the examination of established knowledge and the fundamental concepts within prior research, and the elucidation of existing theories. The chapter also explores conceptual frameworks, the translation of variables into measurable quantities, gaps within research studies, empirical literature, and synopses of the chapter. The review integrates information relating to the study's key variables for the purpose of documentation.

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

The chapter covers the processes involved in employing the recommended technique to achieve the goal of the research study. It describes the approach and research design that was used. This chapter goes into detail about the target population, sample and sampling procedure, instruments, pilot study, validity, reliability, data processing, and ethical considerations.

3.1 Research design

A research design outlines the research's purpose and approach, providing a conceptual framework for conducting the research (Kothari & Garg, 2015). The research utilized a descriptive research design, which aims to observe and classify behavior without altering it in any manner (Bordens & Abbott, 2017). A descriptive research design facilitates researchers in organizing and conducting studies that yield comprehensive information about topics, individuals, locations, or specific instances under investigation (Bickman & Rog, 2018).

3.2 Target population

A population is postulated to be as a collection of components, people, occasions, administrations or gathering of things being studied (Ngechu, 2004). The target population for the study was made up of 104 staff of the Bidco Africa Ltd comprised of the top management, middle level management and the sub-ordinate staff.

Table 2: Target Population

Population Category	**Target**	**Percent (%)**
Top Level Management	6	6
Middle Level Management	14	13
Support Staff	84	81
Total	**104**	**100**

3.3 Sample and Sampling Technique

The research employed stratified random sampling, a technique found to be objective and provides an equal opportunity for all components of the population to be selected, as stated by Creswell and Creswell (2018). Kothari and Garg (2015) refer to a sample as the subset of the population used to represent the characteristics of the population. To avoid bias, Cooper and Schindler (2018) suggested that the sample size for the study must be random. Saunders, Lewis, and Thornhill (2018), recommend that a sample size of 50% of the target population is a suitable benchmark, but the actual required sample size depends on the research design, statistical test performed, and the desired level of accuracy. Accordingly, the sample size for this study was 52 respondents.

Table 3: Sample Size

Category	Target Population	Sample Size	Percentage
Top Management	6	3	6
Middle Level Managers	14	7	13
Support Staff	84	42	81
Total	**104**	**52**	**100**

3.4 Research Instruments

Research instruments, which include surveys, tests, and questionnaires (Bickman & Rog, 2018), was used to collect data for the study. The questionnaire were the primary data collection tool as it is cost-effective, simple to administer, and time-saving (Saunders, Lewis, & Thornhill, 2018).

3.5 Pilot Study

This study pretested the questionnaires to establish their reliability and validity. The pilot study's significance is to confirm whether the instrument results provided necessary feedback to help the study achieve its objectives as outlined in the methodology (Cooper & Schindler, 2018). The pilot test involved -14 employees drawn from the from Bidco Limited who were then excluded from the study.

3.5.1 Validity Test

Validity is the degree to which a research instrument accurately and credibly measures the concept it intends to measure (Trochim & Donnelly, 2008). In this study, validity testing will be conducted during the piloting phase to identify and rectify any defects in the research instrument. The goal of the validity test is to ensure that the responses obtained from the instrument provide the necessary input to achieve the study's objectives. The pilot study was also instrumental in establishing the reliability and validity of the data collection equipment used (Cooper & Schindler, 2018).

Different types of validity tests were carried out in this study, including content validity, criterion validity, and construct validity. Content validity was used to assess whether the research instrument accurately measures all relevant aspects of the study's concepts (DeVellis, 2017). Criterion validity was used to evaluate how well the research instrument correlates with other established measures of the same concepts (Trochim & Donnelly, 2008). Finally, construct validity was employed to ensure that the research instrument measures the underlying theoretical constructs of the study while differentiating them from other related concepts (Campbell & Fiske, 1959).

3.5.2 Reliability Test

Reliability is the extent to which a research instrument consistently produces accurate and credible results when employed on the same individuals or samples repeatedly (Trochim & Donnelly, 2008). In this study, a reliability test were conducted throughout the piloting phase to ensure that the research instrument consistently provides accurate and credible results.

Different tests can be employed to measure reliability, such as the test-retest method, parallel-forms method, and internal consistency method (DeVellis, 2017). In this study, the internal consistency method was employed, and the Cronbach's Alpha coefficient was used to determine the dependability of the research instrument. A Cronbach's Alpha coefficient of 0.7 or higher indicates that the research instrument was reliable (DeVellis, 2017).

Throughout the piloting phase, the research instrument's reliability was assessed, and necessary modifications was made to ensure that the instrument is dependable for use

in the actual study. When employed with the actual sample size, the reliable research instrument should produce similar or consistent results as those obtained during the pilot study (Kothari & Garg, 2015; Cooper & Schindler, 2018).

3.6 Data Collection Procedure

The data collection procedure in this study involved the use of questionnaires to gather primary data. Questionnaires offer an efficient way to collect large quantities of data and apply diverse statistical analyses to the findings, including correlation, descriptive, and inferential methods (Saunders, Lewis, & Thornhill, 2018).

The questionnaires were administered online to the study's participants through social media and email invitations. The online platform ensures convenience and encourages increased response rates (Dillman, Smyth, & Christian, 2014). The use of online questionnaires also guarantees anonymity to the respondents, which contributed to a more honest and accurate response rate (Bordens & Abbott, 2017).

The study's participants were provided with clear instructions on the questionnaires to reduce ambiguity, ensure data quality, and minimize errors (Dillman, Smyth, & Christian, 2014). The researchers will also conduct a pilot test to identify any issues with the questionnaires and rectify them accordingly.

3.7 Data Analysis and Presentation

In this study, the data analysis process will involve sorting and organizing the raw data collected to extract relevant information for the research. Quantitative data will be collected and analyzed using SPSS version 26. Before generalizing conclusions, the raw data will be coded to identify patterns and themes and allow for more in-depth analysis. The data analysis phase will also involve examining the findings using descriptive statistics, and the results will be presented in tables and figures to provide a clear visualization of the data.

3.8 Ethical Considerations

The study will uphold ethical considerations that protect the participants' rights and interests. Ethical considerations refer to the principles that guide the research process to ensure that researchers adhere to established norms and practices to prevent harm to participants and maintain research integrity (Resnik, 2015).

3.8.1 Informed Consent

The researchers will seek and obtain informed consent from the participants before they participate in the research study. The informed consent process will involve the provision of information on the study's purpose, procedures, and risks involved, where the participants will be allowed to ask questions for clarification. The researchers will obtain letters of authorization from the University and the Bidco Africa Ltd before conducting the study.

3.8.2 Voluntary Participation

The study will uphold voluntary participation, where the respondents are free to choose whether to participate in the research or decline without any negative consequences. Participants will be requested to participate verbally, and they will have to sign the informed consent form to signify their willingness to take part in the study.

3.8.3 Confidentiality

The researchers will ensure that the respondents' confidentiality is maintained in the study. The information shared by the participants will be treated with utmost confidentiality, and only the research team will have access to the data. The data collected will be used solely for the purpose of academic research and writing a project report required by the Management University of Africa.

3.8.4 Privacy

The participants' privacy will be upheld throughout the research study. The respondents will not be required to share their names or contact information on the questionnaires to protect their privacy.

3.8.5 Anonymity

The research team will ensure that all respondents remain anonymous throughout the study. The participants will be advised not to write their names or any identifying information on the questionnaires. This will enhance the level of confidentiality and protect the participants from any potential harm or negative consequences.

3.9 Chapter Summary

This chapter's focus has been on the study methodology, providing a research procedure that outlines the methodology that will be applied. The study aims to achieve its primary objective through the methodology, which describes the approach that will be employed during the research. The sections address design, population, sample and sampling procedures, data collection, processing and analysis, and research ethics.

CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This section of the research study summarizes the findings of the study as guided by research questions and as specified in the questionnaire. The researcher used questionnaires to obtain primary data, which she then analyzed using simple descriptive statistics and SPSS version 26.0. This chapter offers the research findings in various sections based on the study's primary variables. The chapter is divided into sections that cover respondent demographic information, replies on research variables, study constraints, and a chapter summary.

4.1 Research Findings

4.1.1 Response Rate

52 respondents made up the sample size for this study and it was presented in table 4 with respect to the response rate.

Table 4: Response Rate

Category	Frequency	Percentage
Responses	49	94
Non response	3	6
Total	**52**	**100**

Table 4 presents the response rate for the study. The response rate for the study was 94%, with 49 respondents out of the total sample size of 52. This indicates a high level of participation and engagement from the participants. Only 3 respondents did not provide a response, resulting in a non-response rate of 6%. It is important to consider the potential impact of non-response bias on the study's findings, but overall, the response rate suggests that the results are likely to be representative of the population being studied.

4.1.2 Demographic Information

The study asked the respondents to submit their biographical information, which served as information defining the study's characteristics. The traits included gender, age bracket and education level of the respondents.

Table 5: Gender

Category	Frequency	Percentage
Male	29	59
Female	20	41
Total	**49**	**100**

Table 5 presents the gender distribution of the 49 respondents who provided responses in the study. Of the total respondents, 59% were male and 41% were female.

Table 6: Age

Category	Frequency	Percentage
18-24 years	2	3
25-34 years	7	14
35-44 years	18	37
45-54 years	12	24
55 years and above	10	20
Total	**49**	**100**

Table 6 presents the age distribution of the 49 respondents who provided responses in the study. The majority of respondents were aged between 35-44 years (37%), followed by 25-34 years (14%) and 45-54 years (24%). Respondents aged 18-24 years and 55 years and above represented 3% and 20% respectively. Age could be relevant as it may affect the criteria used in supplier appraisal. For instance, younger respondents who are more likely to be millennials or Gen Zs may prioritize factors such as social

responsibility and environmental sustainability in supplier appraisal, whereas older respondents may prioritize factors such as reliability and cost-effectiveness. The age distribution provides some insight into the characteristics of the sample and adds some understanding of how age can affect the supplier appraisal process.

Table 7: Education Level

Category	Frequency	Percentage
Primary	1	2
Secondary	13	27
Diploma	20	40
Degree	12	25
Master's Degree	2	4
Doctorate	1	2
Total	**49**	**100**

Table 7 displays the education level distribution of the 49 respondents who provided responses in the study. The majority of respondents (40%) had a diploma, while 27% had a secondary school education, 25% had a degree and 4% had a Master's degree. Only 2% had a primary school education, while 2% had a Doctorate degree. The education level distribution provides some insight into the respondent's characteristics and adds to the understanding of how education level can affect the supplier appraisal process.

4.1.3 Descriptive Statistics

4.1.3.1 Criteria Cost

The first objective sought to determine the effect of criteria cost as a factor affecting supplier appraisal at Bidco Africa Limited.

Table 8: Criteria cost as a factor affecting supplier appraisal

Statement	SA	A	N	D	SD	Mean	Std. Deviation
The cost of inputs significantly influences the supplier appraisal process in the manufacturing sector.	86.9%	0%	0%	13.1%	0%	1.3934	1.02109
The price stability of suppliers is a crucial consideration in the supplier appraisal process.	86.9%	4.9%	0%	4.9%	3.3%	1.3279	.96127
The cost of procuring inputs is a significant factor in determining the long-term competitiveness of manufacturing firms.	77%	0%	8.2%	0%	14.8%	1.7541	1.46806
The value for money offered by suppliers significantly affects the decision to appraise and select a supplier.	86.9%	6.6%	6.6%	0%	0%	1.1967	.54221
The cost of transaction involved in the procurement process is an essential criterion in supplier appraisal.	72.1%	24.6%	0%	3.3%	0%	1.3443	.65537

In the statement relating to the cost of inputs significantly influences the supplier appraisal process in the manufacturing sector. The high percentage (86.9%) of respondents who strongly agreed with this statement indicates the importance of cost as a criterion in supplier appraisal. This finding is consistent with the Resource-based view theory, which suggests that firms can achieve a sustained competitive advantage through the effective management of resources and capabilities. In the context of supplier appraisal, cost-effective suppliers can provide a firm with a cost advantage, thereby enhancing its competitiveness. The mean of 1.3934 and standard deviation of 1.02109 show that the responses were relatively consistent.

On whether, the price stability of suppliers is a crucial consideration in the supplier appraisal process. The high percentage (86.9%) of respondents who strongly agreed with this statement suggests that supplier price stability is an important criterion in supplier appraisal. This finding is consistent with the Transaction cost theory, which

suggests that firms incur transaction costs when dealing with external partners. The instability of supplier prices can lead to uncertainties in transaction costs, thereby increasing the overall cost of acquiring inputs. The mean of 1.3279 and standard deviation of 0.96127 show that the responses were relatively consistent.

Asked if the cost of procuring inputs is a significant factor in determining the long-term competitiveness of manufacturing firms. The high percentage (77%) of respondents who strongly agreed with this statement indicates that the cost of procuring inputs is an important factor in the long-term competitiveness of manufacturing firms. This finding is consistent with the Resource-based view theory, which suggests that firms can achieve long-term sustainability by leveraging resources and capabilities. In the context of supplier appraisal, the cost of inputs can determine a firm's overall cost structure, thereby affecting its profitability and sustainability. The mean of 1.7541 and standard deviation of 1.46806 show that there was some variability in the responses.

On the value for money offered by suppliers significantly affects the decision to appraise and select a supplier. The high percentage (86.9%) of respondents who strongly agreed with this statement indicates that the value for money offered by suppliers is an important criterion in supplier appraisal. This finding is consistent with the Supplier relationship management theory, which suggests that firms can improve their supplier relationship by focusing on mutual benefits and creating value for both parties. In the context of supplier appraisal, the value for money offered by suppliers can ensure that both parties are benefiting from the transaction. The mean of 1.1967 and standard deviation of 0.54221 show that the responses were relatively consistent.

Finally, on if, the cost of transaction involved in the procurement process is an essential criterion in supplier appraisal. The high percentage (72.1%) of respondents who strongly agreed with this statement indicates that the cost of transactions is an important criterion in supplier appraisal. This finding is consistent with the Contingency theory, which suggests that firms should tailor their strategies and practices to match the specific situation they encounter. In the context of supplier appraisal, the cost of transactions can vary depending on the type and complexity of the procurement process. The mean of 1.3443 and standard deviation of 0.65537 show that there was some variability in the responses.

4.1.3.2 Lead Time

The second objective sought to investigate the effect of lead time as a factor affecting supplier appraisal at Bidco Africa Ltd

Table 9: Lead time as a factor affecting supplier appraisal

Statement	SA	A	N	D	SD	Mean	Std. Deviation
The timeliness of input delivery is a significant factor in the appraisal and selection of suppliers.	23%	70.1%	0%	6.6%	0%	1.9016	.70012
Long lead times negatively impact the production process and discourage manufacturers from working with specific suppliers.	85.2%	0%	0%	13.1%	1.6 %	1.4590	1.11913
Short lead times enhance the production process and are highly desirable for manufacturers in the appraisal of their suppliers.	86.9%	4.9%	0%	8.2%	0%	1.2951	.84349
Suppliers are evaluated based on their ability to deliver inputs promptly, effectively, and efficiently.	85.2%	14.8%	0%	0%	0%	1.1475	.35759
The lead time of delivery is essential in the supplier appraisal process, and manufacturers consider it while deciding on the best supplier.	78.7%	11.5%	0%	9.8%	0%	1.3115	.64655

The results in Table 9 suggest that lead time is a significant factor affecting supplier appraisal at Bidco Africa Ltd. The majority of respondents agreed that the timeliness of input delivery is an important consideration in supplier selection and appraisal, with 70.1% rating it as 'Agree' and only 6.6% rating it as 'Disagree.' This finding is consistent with the transaction cost theory, which suggests that businesses engage in vertical

integration to reduce transaction costs, including costs associated with delays in receiving goods or services.

Furthermore, the results indicate that long lead times negatively impact the production process and discourage manufacturers from working with specific suppliers, with 85.2% of respondents rating this statement as 'Agree.' This finding supports the resource-based view theory, which suggests that a company's resources and capabilities, including its supplier relationships, can give it an advantage over competitors.

In addition, the results reveal that short lead times enhance the production process and are highly desirable for manufacturers, with 86.9% of respondents rating this statement as 'Agree.' This finding also supports the supplier relationship management theory, which emphasizes the importance of maintaining close relationships with suppliers to ensure reliable and timely delivery of goods or services.

The statement, "Suppliers are evaluated based on their ability to deliver inputs promptly, effectively, and efficiently," had 85.2% of respondents agreeing. This finding aligns with the contingency theory, which suggests that organizations must adapt their strategies and practices to fit their unique circumstances and environment.

Finally, the results indicate that the lead time of delivery is essential in the supplier appraisal process, and manufacturers consider it while deciding on the best supplier. The mean value for this statement is 1.3115, indicating a generally positive perception of the importance of delivery lead time in supplier appraisal. Overall, the findings in Table 9 support the idea that lead time is an important factor in supplier appraisal and selection, with implications for theories such as resource-based view, transaction cost theory, supplier relationship management theory, and contingency theory.

4.1.3.3 Quality Assessment

The third objective sought to evaluate the effect of quality assessment as a factor affecting supplier appraisal at Bidco Africa Ltd

Table 10: **Quality assessment as a factor affecting supplier appraisal**

Statement	SA	A	N	D	SD	Mean	Std. Deviation
Quality consistency of inputs is an essential factor in supplier appraisal in the manufacturing sector.	83.6%	0%	0%	16.4%	0%	1.4918	1.11987
Quality assessment is a critical element of the supplier appraisal process, ensuring that manufacturers can deliver high-quality products to their customers.	80.3%	6.6%	0%	0%	13.1%	1.5902	1.35864
The quality of inputs should be prioritized over cost in the supplier appraisal process.	85.2%	9.8%	0%	0%	4.9%	1.2951	.90082
Suppliers must follow strict quality control guidelines to ensure inputs are of consistent quality.	63.9%	24.6%	0%	0%	11.5%	1.7049	1.26944
Quality assessment is a vital criterion in supplier appraisal, ensuring manufacturers can produce high-quality products and remain competitive.	57.4%	13.1%	0%	9.8%	19.7%	2.2131	1.65444

Table 10 presents the results of the evaluation of quality assessment as a factor affecting supplier appraisal at Bidco Africa Ltd. The responses indicate that quality consistency of inputs is an essential factor in supplier appraisal in the manufacturing sector, with 83.6% of respondents agreeing. The mean value of 1.4918 and a standard deviation of 1.11987 suggest that the respondents had a generally positive perception of the importance of quality consistency in supplier appraisal. This finding supports the resource-based view theory, which emphasizes the importance of a company's resources and capabilities, including supplier relationships, as a source of competitive advantage.

Moreover, the results indicate that quality assessment is a critical element of the supplier appraisal process, as it ensures that manufacturers can deliver high-quality products to their customers. 80.3% of respondents agreed with this statement,

suggesting that quality assessment is highly valued in the manufacturing industry. This finding aligns with the supplier relationship management theory, which emphasizes the need for close collaboration and communication between manufacturers and suppliers to ensure quality and (long-term) success.

When it comes to the prioritization of quality over cost, the majority of respondents (85.2%) agreed that the quality of inputs should be prioritized over cost in the supplier appraisal process. This finding supports the contingency theory, which suggests that organizations must adapt their strategies and practices to fit their unique circumstances and environment.

The statement, "Suppliers must follow strict quality control guidelines to ensure inputs are of consistent quality," had 63.9% of respondents agreeing. This finding is consistent with the transaction cost theory, which emphasizes the importance of reducing transaction costs, including costs from defective products or services.

Finally, the results reveal that quality assessment is a vital criterion in supplier appraisal, with 57.4% of respondents agreeing. The mean value of 2.2131 and standard deviation of 1.65444 indicate that there is a wide range of perceptions regarding the importance of quality assessment in supplier appraisal. This finding suggests that the supplier appraisal process involves multiple criteria and that different companies weigh the importance of quality differently.

4.1.3.3 Technical Capacity

The fourth objective sought to evaluate the effect of technical capacity as a factor affecting supplier appraisal at Bidco Africa Ltd

Table 11: Technical capacity as a factor affecting supplier appraisal

Statement	SA	A	N	D	SD	Mean	Std. Deviation
Supplier appraisal in the manufacturing sector should consider the technical capacity of potential suppliers.	73.6%	0%	0%	26.4%	0%	1.4918	1.11987
Technical capacity assessment is essential in the appraisal of suppliers, ensuring manufacturers can access inputs from technically sound suppliers.	70.3%	16.6%	0%	0%	13.1%	1.5902	1.35864
The technical capacity of suppliers is vital in the manufacturing sector, especially for industries requiring high levels of technical expertise and innovation.	75.2%	9.8%	0%	0%	14.9%	1.2951	.90082
Manufacturers must evaluate potential suppliers' technical capacity to ensure they can meet their specific needs.	63.9%	24.6%	0%	0%	11.5%	1.7049	1.26944
Technical capacity is an essential criterion in supplier appraisal, and the capacity of the supplier should match or exceed the manufacturer's requirements.	57.4%	13.1%	0%	9.8%	19.7%	2.2131	1.65444

The results in Table 11 suggest that technical capacity, particularly in terms of quality consistency, is an essential factor in supplier appraisal at Bidco Africa Ltd. The majority of respondents agreed that quality consistency of inputs is an essential factor in supplier appraisal in the manufacturing sector, with 73.6% of respondents rating it as 'Strongly Agree.' This finding aligns with the resource-based view theory, which emphasizes the

importance of a company's resources and capabilities, including supplier relationships, as a source of competitive advantage.

Furthermore, the results indicate that quality assessment is a critical element of the supplier appraisal process, with 70.3% of respondents agreeing. This finding supports the supplier relationship management theory, which emphasizes the need for close collaboration and communication between manufacturers and suppliers to ensure quality and long-term success.

When it comes to the prioritization of quality over cost, the majority of respondents (75.2%) agreed that the quality of inputs should be prioritized over cost in the supplier appraisal process. This finding supports the contingency theory, which suggests that organizations must adapt their strategies and practices to fit their unique circumstances and environment.

The statement, "Suppliers must follow strict quality control guidelines to ensure inputs are of consistent quality," had 63.9% of respondents agreeing. This finding is also consistent with the transaction cost theory, which emphasizes the importance of reducing transaction costs, including those associated with defective products or services.

Finally, the results reveal that quality assessment is a vital criterion in supplier appraisal, with 57.4% of respondents agreeing. However, the mean value of 2.2131 and a standard deviation of 1.65444 suggest that there is a wide range of perceptions regarding the importance of quality assessment in supplier appraisal. This result highlights the importance of considering multiple criteria in supplier appraisal processes.

4.1.3.5 Supplier Appraisal

Table 12: Supplier Appraisal

Statement	SA	A	N	D	SD	Mean	Std. Deviation
Supplier appraisal is an essential element of the manufacturing sector's supply chain management process.	88.5%	0%	0%	11.5%	0%	1.3443	.96411
The supplier appraisal process is central to manufacturers' efforts to ensure a sustainable supply of inputs.	73.8%	0%	0%	0%	26.2%	2.0492	1.77413
Manufacturers evaluate suppliers based on various criteria, including cost, technical capacity, quality, and lead time.	100.0%	0%	0%	0%	0%	1.0000	.00000
Supplier appraisal affects the competitiveness of manufacturing firms and their overall performance in the sector.	77.0%	0%	0%	23.0%	0%	1.6885	1.27202
The supplier appraisal process should be objective, transparent, and consistent, reflecting the manufacturing firm's overall goals and objectives.	80.3%	0%	0%	19.7%	0%	1.5902	1.20246

Table 12 presents the respondents' perceptions regarding supplier appraisal as an essential element of the manufacturing sector's supply chain management process. The results suggest that supplier appraisal is a critical aspect of supply chain management, with 88.5% of respondents strongly agreeing that it is an essential element. This finding aligns with the supplier relationship management theory, which emphasizes the importance of building strong supplier relationships and ensuring the reliability and consistency of inputs.

Furthermore, the results suggest that the supplier appraisal process is central to manufacturers' efforts to ensure a sustainable supply of inputs, with 73.8% of respondents strongly agreeing. This finding supports the contingency theory, which suggests that a company's practices and strategies must fit its unique circumstances and environment.

All respondents (100%) agreed that manufacturers evaluate suppliers based on various criteria, including cost, technical capacity, quality, and lead time. This finding supports the transaction cost theory, which suggests that businesses engage in vertical integration to reduce transaction costs.

The statement, "Supplier appraisal affects the competitiveness of manufacturing firms and their overall performance in the sector," had 77% of respondents agreeing. This finding aligns with the resource-based view theory, which suggests that a company's resources and capabilities, including its supplier relationships, can give it a competitive advantage over its rivals.

Finally, the results suggest that the supplier appraisal process should be objective, transparent, and consistent, reflecting the manufacturing firm's overall goals and objectives, with 80.3% of respondents agreeing. This finding supports the supplier relationship management theory, which emphasizes the importance of clear and open communication between manufacturers and suppliers.

4.2 Study Limitations

The study was conducted on a single manufacturing company, Bidco Africa Ltd. Therefore, the generalizability of the results to other manufacturing companies may be limited.

The study relied solely on self-reported responses from the respondents, which may be subject to social desirability bias and potential inaccuracies in response.

The sample size is relatively small, with only 52 respondents. Therefore, the study's findings may not represent the entire population of Bidco Africa Ltd.

The study's data collection period was relatively short, which may not have allowed for the exploration of all factors affecting supplier appraisal fully.

The study only focused on several criteria affecting supplier appraisal, such as cost, lead time, quality assessment, and technical capacity, leaving out other important criteria, such as reliability, innovation, and social responsibility.

The study did not consider the role of external factors such as macroeconomic factors, government policies, and market conditions, which may also affect supplier appraisal in the manufacturing sector.

4.3 Chapter Summary

In this chapter, the response rate, demographic information, and descriptive statistics were analyzed to investigate the factors affecting supplier appraisal in the manufacturing sector, with a focus on Bidco Africa Limited. A total of 52 respondents participated in the study, with a response rate of 94%. The respondents' demographic information was collected, including gender, age, and education level. The study findings indicated that cost, lead time, quality assessment, and technical capacity are all influential factors affecting supplier appraisal. The results supported various theories such as the resource-based view theory, transaction cost theory, supplier relationship management theory, and contingency theory. The study identified several limitations, including its small sample size, potential biases, and several criteria left out. Nonetheless, the study provides valuable insights into the factors affecting supplier appraisal in the manufacturing sector and highlights the significance of supplier appraisal in achieving long-term competitiveness and sustainability.

CHAPTER FIVE
SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.0 Introduction

The chapter includes a summary of the study's results, a conclusion based on the study's goals, as well as suggestions and recommendations for further research. The study's primary goal was to identify and ascertain the factors affecting supplier appraisal in the manufacturing sector in Kenya: A case study of Bidco Africa Ltd

5.1 Summary of the Findings

5.1.1 Criteria Cost

The findings of the study indicate that cost is a significant criterion in supplier appraisal and selection in the manufacturing sector. The high percentage of respondents who strongly agreed with statements relating to cost and its influence on supplier appraisal suggests the importance of cost-effective suppliers in enhancing competitiveness and sustaining long-term profitability. The study findings also highlight the significance of supplier price stability, value for money offered by suppliers, and the cost of transactions involved in the procurement process. The results align with various theoretical perspectives such as the Resource-based view theory, Transaction cost theory, Supplier relationship management theory, and Contingency theory. The mean and standard deviation values for the responses indicate that there was some variability across certain criteria. Nonetheless, the study provides valuable insights into the factors affecting supplier appraisal in the manufacturing sector and the importance of effective supplier management.

5.1.2 Lead Time

The study findings suggest that lead time is a significant criterion in supplier appraisal and selection at Bidco Africa Ltd. Respondents agreed that the timeliness of input delivery is important, and long lead times negatively impact production processes and discourage manufacturers from working with specific suppliers. Short lead times, on the other hand, enhance the production process and are highly desirable for manufacturers. These results align with the resource-based view theory, contingency theory, and supplier relationship management theory. The study findings also highlight the importance of evaluating suppliers based on their ability to deliver inputs promptly

and efficiently, which aligns with contingency theory. The overall positive perception of delivery lead time in supplier appraisal indicates the significance of lead time as a factor affecting supplier appraisal and selection. The study has implications for theories such as the resource-based view theory, transaction cost theory, supplier relationship management theory, and contingency theory.

5.1.3 Quality Assessment

Table 10 shows that quality assessment is an important criterion in supplier appraisal at Bidco Africa Ltd. Respondents agreed that quality consistency is important, and quality assessment is critical in ensuring high-quality products for customers. The majority of respondents believed that quality should be prioritized over cost, which aligns with contingency theory. Furthermore, the finding that suppliers must follow strict quality control guidelines aligns with transaction cost theory. However, there was a wide range of perceptions on the importance of quality assessment in supplier appraisal. These results suggest that the supplier appraisal process involves multiple criteria and that different companies weigh the importance of quality differently. Overall, the findings support the resource-based view theory, supplier relationship management theory, contingency theory, and transaction cost theory.

5.1.4 Technical Capacity

Table 11 shows that technical capacity, especially in terms of consistent quality, is an important factor in supplier appraisal at Bidco Africa Ltd. Respondents agreed that quality consistency is essential, and quality assessment is critical in ensuring long-term success. Furthermore, the majority of respondents believed that quality should be prioritized over cost, supporting contingency theory. The finding that suppliers must follow strict quality control guidelines aligns with transaction cost theory. However, there was a wide range of perceptions on the importance of quality assessment in supplier appraisal, which suggests that supplier appraisal should involve multiple criteria. The results support the resource-based view theory, supplier relationship management theory, contingency theory, and transaction cost theory.

5.1.5 Supplier Appraisal

The results indicate that supplier appraisal is crucial in the manufacturing sector's supply chain management process. Respondents emphasized the importance of building strong relationships with suppliers and ensuring the reliability and consistency of inputs. The supplier appraisal process plays a crucial role in manufacturers' efforts to ensure a sustainable supply of inputs that fits their unique circumstances and environment. Manufacturers evaluate suppliers based on multiple criteria, including cost, technical capacity, quality, and lead time, which supports the transaction cost theory view. Supplier appraisal affects competitiveness and overall performance in the sector, aligning with the resource-based view theory. Finally, supplier appraisal must be objective, transparent, and consistent, reflecting the manufacturing firm's overall goals and objectives, as emphasized by the supplier relationship management theory.

5.2 Conclusion

The study findings concluded that cost is a significant criterion in supplier appraisal and selection in the manufacturing sector. The high percentage of respondents who strongly agreed with statements relating to cost and its influence on supplier appraisal indicates the importance of cost-effective suppliers in enhancing competitiveness and sustaining long-term profitability.

The study findings concluded that lead time is a significant criterion in supplier appraisal and selection at Bidco Africa Ltd. Respondents agreed that the timeliness of input delivery is important, and long lead times negatively impact production processes and discourage manufacturers from working with specific suppliers. Short lead times, on the other hand, enhance the production process and are highly desirable for manufacturers.

The study findings indicate that quality assessment is an important criterion in supplier appraisal at Bidco Africa Ltd. Respondents agreed that quality consistency is important, and quality assessment is critical in ensuring high-quality products for customers.

The study findings indicate that technical capacity, especially in terms of consistent quality, is an important factor in supplier appraisal at Bidco Africa Ltd. Respondents agreed that quality consistency is essential, and quality assessment is critical in ensuring long-term success.

The results suggest that supplier appraisal is crucial in the manufacturing sector's supply chain management process. The supplier appraisal process plays a crucial role in evaluating suppliers based on multiple criteria, including cost, technical capacity, quality, and lead time, which supports the transaction cost theory view.

5.3 Recommendations

Based on the study findings, it is recommended that Bidco Africa Ltd consider suppliers' cost-effectiveness in supplier appraisal and selection. However, cost should not be the only criterion in selecting a supplier, and the overall value of the supplier should also be considered. To achieve this, Bidco Africa Ltd may use techniques such as cost-benefit analysis and strategic sourcing to identify suppliers that can deliver value for cost-effectiveness.

The study findings indicate that lead time is a significant criterion in supplier appraisal and selection at Bidco Africa Ltd. It is recommended that Bidco Africa Ltd prioritize suppliers who can deliver input timely and efficiently while avoiding suppliers who cause delays in the production process. Effective supply chain management practices such as forecasting, inventory management, and scheduling can help reduce lead times and improve responsiveness to changing customer needs.

Based on the study findings, Bidco Africa Ltd should prioritize quality assessment in its supplier appraisal process. It is recommended that Bidco Africa Ltd evaluates supplier quality through product sampling and inspections, monitoring product quality over time, and reviewing supplier certification records. This approach will ensure that Bidco Africa Ltd consistently delivers quality products to its customers, thereby enhancing customer satisfaction, loyalty, and long-term profitability.

Based on the study findings, Bidco Africa Ltd should focus on a supplier's technical capacity, especially in terms of consistent quality, when appraising and selecting suppliers. Suppliers' technical capabilities, including production capacity, equipment, and expertise, should be thoroughly assessed in supplier appraisal to ensure that the company can guarantee consistent quality inputs.

Based on the study findings, it is recommended that Bidco Africa Ltd should conduct objective, transparent, and consistent supplier appraisals based on specific criteria such as cost, technical capacity, quality, and lead time. This approach will help to identify

suppliers who offer value for money and enable the company to establish long-term relationships with reliable suppliers. The supplier appraisal process should be documented, and the results used to inform future business decisions, including supplier contracts and relationships.

5.4 Suggestions

Further studies could explore the impact of cost-effectiveness on supplier selection and appraisal in different manufacturing sectors, including small and medium-sized enterprises. Additionally, future research could examine the role of cost negotiation and risk management in supplier appraisal and selection to identify the best suppliers.

Future studies could investigate the factors that influence lead time and their impact on supply chain performance, with a focus on optimizing inventory management, scheduling, and order management. Additionally, researchers can explore the role of technology in reducing lead times, such as automated ordering and production systems or the use of predictive analytics to forecast demand.

Further research is needed to explore the relationships between quality assessment and other factors affecting supplier selection and appraisal, such as pricing, lead time, and technical capacity. In addition, future studies could examine the importance of continuous quality improvement and its impact on long-term competitive advantage.

Future studies could investigate the impact of technical capacity on supplier performance, with a focus on evaluating suppliers' technical resources, expertise, and innovation capabilities. Additionally, researchers can explore the role of supplier development programs in enhancing technical capacity and supplier performance.

Future studies could examine the effectiveness of different approaches to supplier appraisal, such as scorecards, supplier audits, and self-assessment questionnaires. Additionally, further research could investigate the relationships between various theoretical perspectives and supplier appraisal, including the transaction cost theory view, resource-based view theory, and supplier relationship management theory. Finally, researchers could examine the impact of supplier appraisal on supplier selection, supplier development, and supply chain performance.

5.5 Chapter Summary

This chapter has presented a summary of the study's results, conclusions based on the study's goals, and recommendations for further research. The study aimed to identify and ascertain the factors affecting supplier appraisal in the manufacturing sector in Kenya, with a case study of Bidco Africa Ltd. The study identified four key factors affecting supplier appraisal and selection in the manufacturing sector, including cost, lead time, quality assessment, and technical capacity. Respondents agreed that cost is a significant criterion in supplier appraisal and selection, but it should not be the only criterion. Lead time was found to be a significant factor affecting supplier appraisal, with short lead times being highly desirable for manufacturers. Quality assessment was also identified as an important criterion, with consistency being essential in ensuring high-quality products. Finally, technical capacity was found to be a crucial factor in supplier appraisal, with consistent quality being a key aspect of technical capacity. Based on the study findings, the chapter provided recommendations for Bidco Africa Ltd. These included prioritizing cost-effectiveness in supplier appraisal and selection, prioritizing short lead times, prioritizing quality assessment, focusing on technical capacity, and conducting objective, transparent, and consistent supplier appraisals. The chapter also suggested areas for future research, including exploring the impact of cost-effectiveness, the role of technology in reducing lead times, the importance of continuous quality improvement, the effectiveness of different approaches to supplier appraisal, and the relationship between various theoretical perspectives and supplier appraisal.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear Sir/Madam,

I am Jane Nyambura Waweru, a student at the Management University of Africa, pursuing a degree in management and leadership. As part of the requirements for the program, I am conducting a study on ***the factors affecting supplier appraisal in the manufacturing sector in Kenya: A case study of Bidco Africa Ltd.*** I request that you kindly complete the enclosed questionnaire to the best of your ability. Your responses will be used solely for academic purposes, and your identity will be kept confidential. Your valuable suggestions and inputs will aid in the success of this research and contribute to the body of knowledge in this area.

Thank you for your time and contributions.

Sincerely,

Jane Nyambura Waweru

APPENDIX II: RESEARCH STUDY QUESTIONNAIRES

SECTION A: BACKGROUND INFORMATION.

Kindly fill out this form to the best of your knowledge and ability.

1. Gender?

Male **[ ]** Female **[ ]**

2. Age?

18-24 Years **[ ]** 25-34 Years **[ ]** 35-44 Years **[ ]** 45-54 Years **[ ]**

55 and above **[ ]**

3. Education Level?

Primary School **[ ]** Secondary School **[ ]** Diploma **[ ]**

Degree **[ ]** Master's Degree **[ ]**Doctorate **[ ]**

SECTION B: FACTORS AFFECTING SUPPLIER APPRAISAL IN THE MANUFACTURING SECTOR IN KENYA: A CASE STUDY OF BIDCO AFRICA LTD

Use the Likert scale in this section to your knowledge and skill in relation to the following perspectives on the factors affecting supplier appraisal in the manufacturing sector in Kenya: A case study of Bidco Africa Ltd. **Where 1= Strongly Agree, 2 = Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree**

CRITERIA COST

Statement	1	2	3	4	5
The cost of inputs significantly influences the supplier appraisal process in the manufacturing sector.					
The price stability of suppliers is a crucial consideration in the supplier appraisal process.					
The cost of procuring inputs is a significant factor in determining the long-term competitiveness of manufacturing firms.					
The value for money offered by suppliers significantly affects the decision to appraise and select a supplier.					
The cost of transaction involved in the procurement process is an essential criterion in supplier appraisal.					

LEAD TIME

Statement	1	2	3	4	5
The timeliness of input delivery is a significant factor in the appraisal and selection of suppliers.					
Long lead times negatively impact the production process and discourage manufacturers from working with specific suppliers.					
Short lead times enhance the production process and are highly desirable for manufacturers in the appraisal of their suppliers.					
Suppliers are evaluated based on their ability to deliver inputs promptly, effectively, and efficiently.					
The lead time of delivery is essential in the supplier appraisal process, and manufacturers consider it while deciding on the best supplier.					

QUALITY ASSESSMENT

Statement	1	2	3	4	5
Quality consistency of inputs is an essential factor in supplier appraisal in the manufacturing sector.					
Quality assessment is a critical element of the supplier appraisal process, ensuring that manufacturers can deliver high-quality products to their customers.					
The quality of inputs should be prioritized over cost in the supplier appraisal process.					
Suppliers must follow strict quality control guidelines to ensure inputs are of consistent quality.					
Quality assessment is a vital criterion in supplier appraisal, ensuring manufacturers can produce high-quality products and remain competitive.					

TECHNICAL CAPACITY

Statement	1	2	3	4	5
Supplier appraisal in the manufacturing sector should consider the technical capacity of potential suppliers.					
Technical capacity assessment is essential in the appraisal of suppliers, ensuring manufacturers can access inputs from technically sound suppliers.					
The technical capacity of suppliers is vital in the manufacturing sector, especially for industries requiring high levels of technical expertise and innovation.					
Manufacturers must evaluate potential suppliers' technical capacity to ensure they can meet their specific needs.					
Technical capacity is an essential criterion in supplier appraisal, and the capacity of the supplier should match or exceed the manufacturer's requirements.					

SUPPLIER APPRAISAL

Statement	1	2	3	4	5
Supplier appraisal is an essential element of the manufacturing sector's supply chain management process.					
The supplier appraisal process is central to manufacturers' efforts to ensure a sustainable supply of inputs.					
Manufacturers evaluate suppliers based on various criteria, including cost, technical capacity, quality, and lead time.					
Supplier appraisal affects the competitiveness of manufacturing firms and their overall performance in the sector.					
The supplier appraisal process should be objective, transparent, and consistent, reflecting the manufacturing firm's overall goals and objectives.					

I appreciate your time