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Supply Chain Management Best Practices: A Review of Botswana's State-Owned Enterprises (BSOEs)

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ABSTRACT

The importance of this research does not need to be emphasised. Essentially, this study aims to create awareness of the significance of implementing supply chain practices within government departments and public institutions. Therefore, a detailed analysis of the best practices for the supply chain within Botswanan state-owned enterprises is critical.

The research reviewed the literature about supply chain implementation in Botswana and other studies on SCMBP worldwide. Consequently, the research results revealed that practices are in place, although their performance varies from one organisation to another, as evident in the literature. However, SCMBPs are recognised as part of organisational policy implementation.

However, this work only offers very little insight into other available sources that can assist in the supply chain that affects organisations' growth in terms of service production. For example, a team can avoid losses with the right implementation of SCMBPs. Despite this limitation, the empirical assessment of 299 employees determined the application and role of the SCMBP policy in Botswanan state-owned enterprises, with trained employees from Botswana – most with more than five years of professional experience. The analysis showed that SCMBPs contribute to company profits and goals, where CRM, IS, SSRM, IQ, and IL practices successfully improve public sector performance, target achievement, effective service delivery, performance, and customer service. However, this research has a narrow scope due to limited resources. With that in mind, further studies in this area need to explore further or improve the current knowledge of SCMBP in the Botswanan industry.

Keywords: Customer Satisfaction; Organisational Performance; Implementation; Practices; Public Sector; Supply Chain; Supply Chain Management Best Practices; State-owned Enterprise.

CHAPTER ONE

INTRODUCTION

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Introduction

Botswana state-owned companies face inefficiencies in providing essential services to the public. The provision of services has become one of the most important items that any government must fulfil for a society that demands answers and solutions to its problems. With the advent of COVID-19, many citizens are turning to the government for solutions to problems caused by the hardships of the pandemic.

The current situation has citizens waiting for services, putting many people at risk of losing their hard-earned resources to maintain a better standard of living in their daily life. Here, state-owned enterprises (SOEs) provide services that satisfy citizens and free them from their difficulties. Additionally, more than anything, the outbreak of the Russo-Ukrainian war has worsened the situation worldwide and made it difficult to provide basic services. The standard of living has increased and become a hardship for most citizens, making a paradigm shift a necessary solution for many citizens' difficulties.

Therefore, state-owned companies should change how they conduct their business within the supply chain management (SCM); in fact, implementing SCM best practices (BP) is one solution to this growing problem. This management issue needs to be addressed through the adoption of full SCMBPs by the top management of all SOEs in Botswana to provide the benefits of cost savings and delivery of better services to the general population. A literature review suggests that performance issues are the key factor in implementing a government's strategic policies for providing essential services to its citizens. Companies in the supply chains (SCs) should improve their cost accounting and customer services to improve customer loyalty and satisfaction through SCMBP. Implementation is a key component of SCMBP but has been understudied in Botswana. A new phenomenon is the disclosure of potential determinants through research at the level of SCMBP implementation in organisations. Serame (2022) stated that poorly implemented SCMBPs have become a threat in countries with vocal citizens who are able to hold their government accountable.

These threats can translate into a troubled society and hamper any government effort, leading to civil unrest in the country. There are ways through which the full implementation of SCMBPs can reduce costs and increase gross domestic profit, exit wages, and the happiness index, as measured by the World Happiness Report (Serame, 2022). Failure to achieve the satisfactory index poses a potential risk of dissatisfaction among citizens who believe the government must improve their lives at all costs. There is a risk that citizens will be poorly served and ultimately lose confidence in the current government. Many of these problems can be solved by a proactive government company that implements full SCMBP in its businesses, reducing potential risks the populace faces from the lack thereof (Serame, 2022).

Background of the Problem

Over time, the management of SOEs has neglected to fully implement organisational policies, procedures, and processes.

Revenue and Grants

Companies apply SCM across the globe due to its demonstrated favourable impacts, such as delivery time reduction, improved financial performance, greater customer satisfaction, building of trust among suppliers, and others (Serame, 2022). Hence, Botswanan SOEs

must adopt these concepts to achieve SCBP fully. Supply chain costs for the Botswanan government's total revenues and grants for the 2022/2023 financial year are estimated at P67.87 billion (Serame, 2022). The main contributing classes to Botswana's revenue and grants in 2022/2023 are minerals, non-minerals, customs and exercise, value-added tax (VAT), and the Bank of Botswana (BOB) (Serame, 2022). The revenue and grant breakdown is as follows: Mineral revenues continue to be the highest contributor at P24.08 billion (35.5%); non-mineral income tax is estimated at P14.26 billion (21%); customs and excise revenue is estimated at P13.94 billion (20.5%); VAT is estimated at P11.97 billion (17.6%); BOB revenue is estimated at P1 billion (1.5%); other revenue and grants are estimated at P2.62 billion (3.9%).

Total Expenditure and Net Lending

The total expenditure and net lending for 2022/2023 are projected at P74.84 billion, with the expenditure estimates allocated as follows: Recurrent expenditure accounts for P58.51 billion; development expenditure accounts for P16.43 billion; net lending measures minus P95.50 million (Serame, 2022).

Government Financing Strategy Road

The Rail and ICT Infrastructure Development are going to continue their ongoing road projects and PPP projects as follows: Francistown-Nata & Sehitwa-Mohembo road projects, traffic control mechanisation and centralised traffic control for Greater Gaborone, feasibility studies for the Mosetse-Kazungula, Mmamabula-Lephalale and trans-Kalahari railway lines; ICT projects such as government data network, data centre upgrading, national backbone network, and local access networks; water infrastructure development of major water supply projects such as NSC 2.2 and NSC 2.3 sanitation infrastructure projects in Maun and Molepolole and the Moshupa water treatment project in Kasane Lobatse. Furthermore, the water masterplan implementation has been forecast to incur a large budget deficit of P6.98 billion for the 2022/2023 financial year (Serame, 2022). Mguni (2020) stated that Air Botswana (AB) and the Botswana Meat Commission (BMC), subsidiaries of the Botswana government, are set to receive BWP100 million each from the emergency fund to keep them afloat. This poses a challenge in the revenue inflow for these state industries. However, though they are among the list of potential struggling government entities, they intend to cut the workforce by half to stay afloat. The government has spent hundreds of millions in loans to bail out the ailing BMC due to poor international market penetration.

On the other hand, AB's troubles were due to the COVID-19 outbreak that affected most airlines worldwide. Nevertheless, the IMF has made available $100 billion in emergency funding for countries affected by the coronavirus; it is not yet known if Botswana has applied, as this is always a secret in many instances (Mguni, 2020a). With the Russia–Ukraine war starting after the pandemic, it has become increasingly difficult for the government to resolve these issues.

Relief by way of the USA national emergency to lift travel restrictions for the southern African state has brought hope to the airline's operations (Briefing Room: Presidential Actions, 2021). It brought hope to many in terms of economic activities moving towards recovery; however, the relief was short-lived following the outbreak of the Russia–Ukraine war.

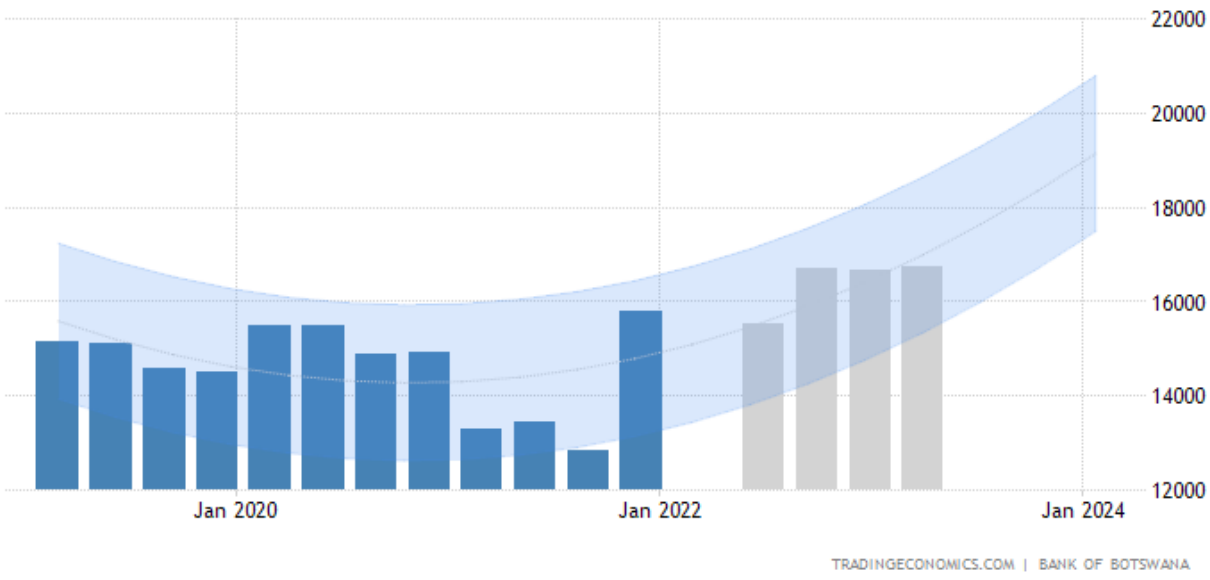
Challenges

The Botswanan government faces several challenges, one of them being the large budget deficit of P6.98 billion, as mentioned above (Serame, 2022). Earlier, another state-owned company, the Botswana Power Corporation (BPC), reported tariff hikes of 22% to boost its revenue; this increase was necessary for the loss-making state utility and was implemented for the year due to high import costs, distressed assets, and operational inefficiencies (Benza, 2020). Certainly, the government bailed out this company with 2.5 billion BWP in 2015 to about 800 million BWP in 2019. However, it is no longer sustainable for the government to continue distributing money to a non-restoration utility (Benza, 2020). According to Chiwira and Taonezvi (2022), the war between Ukraine and Russia has greatly increased oil prices, triggered a rise in commodity prices in all markets, and reduced Botswana's purchasing power. This has left the country, a net importer of staple foods, struggling to manage the undersupply triggered by ineffective international supply chains. Additionally, demand for the country's diamonds has declined, as the luxury product is less needed by the US and Europe (Chiwira and Taonezvi, 2022).

Financing Strategies

One financing strategy has been the issuance of domestic government securities in the form of bonds and treasury bills (Serame, 2022). According to the Botswana Bond Market Association (2017), introducing bonds beyond 20 years to local financial institutions can help build wealth for citizens and provide a risk-free market curve over the long term, while treasury bills can form a derivative market, increasing bond market liquidity, pricing of issues, and rating of bond issues

Second, external borrowing from multilateral and commercial financial institutions (Serame, 2022). According to Trading Economics' (2022) global macro models and analysts' expectations, Botswana's external debt is projected to be BWP 15500.00 million by the end of this quarter. 'According to our econometric models, Botswana's total public external debt is projected to be approximately BWP 17,502.00 million in 2023 and BWP 18,378.00 million in 2024' (Trading Economics, 2022). The figure below describes where the focus will be in 2022 and beyond.



Related	Last	Previous	Unit	Reference
Current Account	-3566.60	1397.23	BWP Million	Dec 2021
Current Account to GDP	-11.20	-7.60	% of GDP	Dec 2020
Foreign Direct Investment	194.35	115.89	BWP Million	Dec 2021
External Debt	15768.90	12836.80	BWP Million	Dec 2021

Opportunities

The government is looking to create a few opportunities, and one of them is the improved functioning of the domestic capital market. According to Moilwa and Ratshitanga (2020), the government intends to implement a single social registry (SSR) to improve the social spending on the most vulnerable and strengthen systems that will build barriers to future shocks while simultaneously fostering a business environment for SME-led businesses in creating jobs in the private sector.

Second, borrowing to remain sustainable and well within the legal limits, with resources being channelled towards driving national priorities (Serame, 2022). Botswana's efforts to accelerate its economic recovery reforms have received a boost from the World Bank's approval of a $250 million loan that will support the implementation of Botswana's economic recovery and transformation plan, designed to reduce the impact of the COVID-19 pandemic while also cautioning from future shocks (Moilwa & Ratshitanga, 2020). 'The COVID-19 pandemic has greatly burdened the country's economy, people, and firms. With this operation, the World Bank will support the government's reforms to ensure social spending reaches the poorest and assist Botswana, which is most affected by the COVID-19,' stated Marie Francoise Marie-Nelly, the World Bank Country Director for Eswatini, Botswana, Lesotho, Namibia and South Africa.

Third, a medium-term debt management strategy, including enhanced debt monitoring, is being developed (Serame, 2022). However, this may not be a viable option. For instance, Chiwira and Taonezvi (2022) contended that according to Botswana's 2022/2023 budget speech, of BWP24.08 billion, 35.5% of the financial year's expected revenue and grants will be from mineral revenue. A decrease in mineral revenue will impact heavily on government projections due to the war between Ukraine and Russia, causing a structural budget deficit (Chiwira & Taonezvi, 2022). On the other hand, Botswana, as the second-largest producer of the diamond for Russia, may benefit if the sanctions imposed on Russia include its diamond produce, which would raise the demand for Botswana's diamonds; however, this will depend on solely requests from the world market (Chiwira & Taonezvi, 2022).

Supply Chain Management Strategies

Strategies to manage SC operations have been described in the guidelines as essentially the effective administration of various activities in the SC to bring maximum cost-effectiveness for the consumer and help optimise the company's competitive advantage (Zekhnini et al., 2020). Although this issue is well known, it has not received significant attention. Several authors have shown that these are often limiting factors, frequently appearing in other fields. For example, a larger dataset, which might ensure adequate representation of several new strategies, is proposed to explore SCM further. Effective SCM can help develop a completely sustainable process, from

production to the final delivery of the product itself. SCM has increasingly become a fundamental part of various business operations, as it has multifaceted benefits for both the company and customer, some of which are mentioned in the following sections.

Importance of SCM

Efficient SCM helps reduce operating costs. For instance, optimising the timeline between the production and delivery of the product reduces holding, inventory, and opportunity costs, thereby contributing to overall savings (Ketchen & Craighead, 2020). With the smooth functioning of an SC, organisations can save on production costs and manage their inventory better, leading to fewer shortages in raw materials and removal of a logjam in production costs – these actions translate to cost savings (Ding et al., 2014).

Efficient SCM helps increase the profit margin and facilitate a healthy cash flow throughout the production and delivery process by decreasing costs. In this era of a globally interconnected economic system, a single disruption to the SC anywhere in the world is likely to cause a ripple effect everywhere. Moreover, with some developing countries offering additional cost benefits through reduced labour costs and better infrastructure, companies are increasingly moving their production, SC, and logistics functions to such countries (Matsui et al., 2018). For developmental reasons, international trade brings tremendous revenue and foreign capital into a country (Erol & Velioglu, 2019).

Botswana Economic Progress

In 1966, Botswana's independence marked an enormous socio-economic and political shift. More recently, it has been demonstrated that it resulted in an accurate model of liberal democracy in the African continent (Ruele, 2011). From then on, validating (Al-Shboul et al., 2017) the socio-economic performance of previous studies has yielded incongruent results regarding SC through time-based competition that reacts adequately to customer requirements. Equally, competition has moved to SCs rather than the suppliers (Duong et al., 2019), providing opportunities for implementing SCMBPs to improve organisational performance.

According to Temtime et al. (2004), Botswana achieved its ongoing political label as a leading democratic regime based on its fair distribution of resources and services. Following this, companies have been looking for efficiency gains with the possibility of streamlining SCM (Ahmed, 2021). On the contrary, the Botswana government has diversified its economy since its independence. Botswana runs on an African free-market economy model with steps such as good governance, liberalisation and deregulation of its economy, and lifting of tariffs and foreign exchange controls (Marobela, 2008).

More specifically, achieved through SC responsiveness, flexibility, leanness, agility, and efficiency synthesise the public sector (Hallavo, 2015). According to Hope (1995), Botswana has gained a reputation for its economic management and adherence to democratic principles based on policy development to improve citizens' quality of life.

A retrospective cross-sectional analysis showed that since independence, it is generally agreed that Botswana has recorded the fastest growth in per capita income globally; there was a significant range in average development of 9% yearly (Gerhart et al., 1990). However, this is a matter of ongoing discussion. The government has maintained a fiscal policy that has earned it the highest credit rating for government bonds in Africa, due to its impressive economic performance. However, it builds on the widespread revenue from diamond mining to financial development through a cautious monetary and a conservative foreign policy (Gerhart et al., 1990). Botswana has a total area of 582,000 square kilometres and a population of 2.1 million (Central Statistics Bureau, 2012). Since its independence, the country had experienced rapid economic growth when customer satisfaction became a national priority (Ruele,

2011). A systematic review and meta-analysis found a strong and significant link between Botswana, a member of the 14 countries that make up the Southern Africa Development Community (SADC), and the capital of Gaborone, home of the Secretariat. The government and organisations focus their efforts on creating less-dependent regional economic development. Nonetheless, research on different SCMBPs shows that they are strongly related to organisational performance, which indicates the importance of the role of performance (Kumar & Kushwaha, 2018). Henceforth, growth, development, and economic integration were encouraged by calling for the elimination of all tariffs and non-tariff barriers among its members (Cheong et al., 2018).

Botswana's public sector comprises three main organs of the government (Hope, 1995): public sector, local authorities, and public institutions (parastatals). Arguments have found that the actual performance of the public sector is attributed to adequate staffing with skills, as well as knowledge and reward sharing. Nevertheless, organisations apply SCMBPs concurrently to perform simultaneously within the system, with each practice being affected or affecting the other (Duong et al., 2019).

SCM success depends on the upstream and downstream members (Kumar & Kushwaha, 2018), with each member being a customer and supplier for strategy implementation. Notwithstanding the strategic organisational responsiveness in the world and the growing turbulence (Hallavo, 2015), the concept of SC follows a logic to match operational improvement.

SCM National Development

Human beings have come to depend on SC for even their basic necessities such as food and water, and with the advent of technology and other sophistication, the need to manage the flow of these necessities in urban and rural areas is of paramount importance. SCM, in a way, determines the speed of development of a nation. Most developed nations have effective SC architectures, whereby they can move goods throughout the economic system faster than developing or underdeveloped countries (Sánchez-Flores et al., 2020). In recent years, interest in doing business has increased again, and SC management profoundly impacts economic prosperity. To achieve a rapid pace of development, there must be a smooth movement of goods, inputs, and other materials throughout the system between industries, companies, households, and individuals. The effect of disruptions or breaks has widely been reported to increase the cost of a product, which then becomes inaccessible for the common person in a developing country. Thus, to maintain costs at an affordable level for the average citizen, we need to develop good SCM capabilities and infrastructure (Novitasari & Agustia, 2021).

SCM Best Practices and their Role in the Public Sector

For most organisations today, aligning SCM with organisational goals and identifying the most suitable SCM strategies is a challenge. The primary goal of most for-profit organisations is to deliver the best and optimal services to customers, for which they identify and inculcate the 'best practices' of the industry. In companies with complex SCs, their best practices refer to the specific steps and actions taken to optimise operations and reach their desired goals. These steps include the following: 1. Developing a coherent strategy that makes the most out of its existing workforce, technological equipment, and expertise (Abdullah et al., 2020). 2. Establishing a defined hierarchy and structure to prevent overlaps and speed up decision-making. 3. Applying technology whenever necessary to streamline processes. The third step is commonly considered one of the most important practices, as without remaining updated on the existing technology, there may be no innovation or improvement in the processes employed. 4. Developing and maintaining a healthy relationship with suppliers and generating trust, both of paramount importance (Iqbal, 2020). 5. Taking appropriate actions from the feedback received. As no process is perfect, considering the feedback of external agents is important, as it helps rectify certain problem

areas. 6. Optimising the inventory holding costs to guarantee better cost savings, leading to increased profits. Furthermore, being socially conscious and establishing environmentally friendly methods in regular SC activities to minimise the externalities generated in the environment (Jermsittiparsert et al., 2019).

As public sector companies deal in the public procurement of raw materials, foodstuff, and natural resources, they have to be extra aware of and attentive towards maintaining healthy SCs to prevent the misappropriation of public funds and minimise the wastage of public resources, both of which could be much better used in developmental activities (Koberg & Longoni, 2019). Regularly, public sector companies waste more and more precious resources that may be better utilised elsewhere, such as in developing and underdeveloped countries (Samal, 2019).

Firms encounter further challenges in applying SCMBPs, which require a firm to have an infrastructural basis, unavailable in many nations. Thus, this underlying weakness in the infrastructure and other similar shortcomings may impede the practical applicability of best practices in some countries. In this regard, the first and most common and persistent challenges in implementing SCMBPs in developing countries, such as Botswana, are uncertain conditions, which lead to a ballooning of overall SC costs. Moreover, the lack of basic infrastructure at all levels can, at some point, lead to bottlenecks in the SC and, thus, an increase in the total costs incurred (Mukhamedjanova, 2020).

Challenges to Implementing a Sound SCM Strategy in Botswana

The unavailability of technological know-how in terms of equipment, human capital, and technology in developing countries such as Botswana results in their lagging far behind industrialised countries (Ben-Daya et al., 2019). Second, nonexistent supplier relationships and the oversaturation of the supplier market can lead to poor relationships between the SC and its respective suppliers, leading to problems throughout the process (Mangla et al., 2018). The lack of basic infrastructure is a major hurdle in underdeveloped or developing economies. What has already been said stands truer when measured in monetary terms. For example, delivery costs in Botswana are much higher than in the US, and these increased costs result in an imperfect system that offers less value to all parties concerned (Castillo et al., 2018).

The State of Customer Relationship Management in Botswana SOEs and Its Importance

Relevance of CRM in SCM

Due to the presence of local producers and global competitors in the market, the supply of products offered to customers has exponentially increased globally. A different pattern of association has been observed in CRM, which has emerged as an important part of managing a business in the new world. Organisations pay great attention to attracting new customers, but the present world of customer satisfaction demands effective use of CRM to retain customers for long-term association (Knox et al., 2007). In this work, a simple way to address this issue is proposed through the use of a CRM strategy that integrates marketing with information technology (Oghojafor et al., 2011). One possible solution to this difficult problem could be a CRM tool to engage with customers and increase sales prospects. The overall goal of CRM is to attract new customers to the company and then turn them into regular customers. When the company technology is sufficiently automated to synchronise products, sales, service, customer satisfaction – the overarching goal of CRM achievement – this lowers the operating costs of advertising and promotions (Ghazian et al., 2016).

The process of CRM is not only profit-driven, its purpose is also to create value for the firm in the market. When a firm works on its quality and performance to obtain customer satisfaction, it attains customer loyalty and adds to its value in the competitive market (Richard, 2007). Apart from this, CRM also works to reach potential customers as well as existing customers, and their loyalty becomes a source of communication to the external environment about the firm and its marketing approach (Srivastava, 2012). Thus, modern-day businesses need CRM as it provides firms with a competitive advantage and increases firm efficiency through high service quality and lowered costs.

Relevance of CRM in SOEs

The private sector most commonly applies the concept of CRM, but with the advancement of technology in SOEs, CRM is becoming an applied practice in government organisations as well. A dynamic government wants advancement and profitability for its industries. For example, SOEs of Africa have started practising CRM with the help of integrated software in their offices (Thomas, 2012). They diligently integrate their SOEs with ethical practices and governance. For instance, South Africa has committed itself to a 6% growth trajectory, and they have transformed the government-owned businesses as per the international trends (South African National Treasury, 2018). Government organisations and agencies are following CRM practices in the new world. However, the workforce should have more training and awareness about the integrated system of CRM so that the information collected on the interface, like the feedback of customers, purchasing patterns, tastes, and preferences, lead to deriving customer satisfaction and retention.

In European countries, state governments and public undertakings have used CRM tools to understand the extensive database, provide insight for existing infrastructure, redesign the system, and improve the expenses (Wübben, 2009). In addition, local, state or federal agencies have strict budgets to manage their ventures and licensing processes, and therefore effective use of CRM tools help them reduce cost, maintain strong relationships with partners, and result in easy access to data records (Serrat, 2017).

Presence and importance of CRM in Botswana

The African country of Botswana has a vibrant economy because it is one of the largest diamond producers. However, the country has alongside focused on developing its industrial sector, including manufacturing and services (Barclay, 2002). Some key steps taken by the Botswana government have helped grow state-owned companies such as policy changes, innovative management practices, and effective integration of information technology and CRM (Chiguvi, 2020). The Botswana government is making serious efforts to increase competitive measures in its domestic industries to attract business development and economic strength. The country has also worked on its macroeconomic policies to attract state-owned companies and agencies (Owusu & Ismail Samatar, 1997). For effective CRM, state-owned companies in Botswana have gained technological advancements with integrated software and following innovative management practices. They also communicate effectively between the sales partners and have improved customer service standards. The Botswana government has also brought up the manufacturing and service sectors to competitive standards. As a result, state companies are being pushed to use corporate resources to increase the quality of the product and service experience for customers to achieve customer satisfaction (Rapitsenyane, 2019).

Postponement in SCM and its importance

In the SCM area, postponement strategies refer to standard industry practice in which the delivery, manufacture or distribution of a product or service is deliberately delayed until the latest possible time, subject to receipt of the final customer order (Lee et al., 2018). This process is crucial for reasons like cost reduction and inventory management. In practical use, a company usually produces an ordinary or fairly simple product that can be modified, updated or customised according to consumers' needs (Ferreira et al., 2018). The simplest example, in this case, are t-shirts. Instead of producing the shirt in every colour beforehand, the manufacturer can have many white shirts ready and, if the customer requests, colour the T-shirt accordingly and send it for delivery. In addition, it cuts inventory costs significantly while reducing operating costs. One of the most important factors that make postponement strategies all the more important for business operations is that they simultaneously save costs and help make the production process leaner and smoother (Geetha & Prabha, 2021).

Various postponement strategies

Specific postponement strategies are implemented to optimise costs. Today, some of the most popular relocation strategies are complete postponement, postponement of logistics, postponement of production, and full speculation. Around the world, certain industries and companies use other broader strategies, but these four strategies are considered some of the primary ones with broader applicability. Each of the strategies mentioned has an underlying mechanism (Jabbarzadeh et al., 2019). The simplest form of categorising shifts differentiates them according to product, time and place of shift. Shifts usually occur at different stages between initial production and final delivery and distribution of the product (Wu et al., 2019). The aforementioned is the simplest form of postponement as it is easier for a company to regulate the schedule for a product and then to programme it accordingly. When forms are deferred, a product is usually saved as a generic model and customisations are added later. In contrast, the final location of the shift essentially affects logistics, and the combination of time shift and location shift can be seen as the foundation of the logistics shift (Luo & Zhang, 2019). Full deferral is a process or strategy in which deferral is established earlier in the production through to delivery lifecycle (Hong et al., 2008). Thus, only a few steps of the entire process is carried out under any kind of uncertainty or with any degree of speculation (Minguella-Canela et al., 2017). However, the postponement process should be initiated before any special adjustments are made to the product (Hong et al., 2008). A generic product is said to be devoid of any specialised components, and once the order is received from a customer, the adjustments and special additions are made before delivery or distribution of the product begins (Prataviera et al., 2020). The logistical shift strategy is a comparatively more abstract development (Hong et al., 2008).

In contrast, some concepts or theories mention a shift in logistics related to the shipment of generic drugs or the shipment of the final product (Wu et al., 2021). The central initiation of this process begins with the customer request regarding the storage of the products at optimal locations in the sales network, which enables a needs-based delivery of the products; it can also be understood as an extension of inventory planning. In this case, the inventory chain is also much leaner, and the inventory-related costs are optimised more strongly (Li et al., 2007). Another practice that focuses on the design part of the product is postponing manufacturing. Keeping the products undifferentiated and generic for as long as possible can only support the flow of the existing postponement strategy (Chiu et al., 2020).

One possible solution is to focus on design and innovation to achieve a customer satisfaction index. Once a company can keep its products generic for the maximum amount of time possible, the delay time can be significantly increased, which would help streamline operations significantly (Hong et al., 2008). The production shift can be broken down into several categories. The first two are a unicentric manufacturing sample and a bundled manufacturing. The unicentric production pattern refers to the postponement of the final product or the production step, up to the delivery to the customer and subsequent consumption (Duong et al., 2019). The other two forms of production postponement are attributed to delayed assembly and packaging schedules. These manufacturing postponement options covered all kinds of products and applied aptly to various domains, yielding satisfactory results. In any case, the level of manufacturing postponement obtained at the end depends mainly on the infrastructure and technical knowledge at hand. Existing methods are examined for their comparative advantages and limitations. From a spectrum point of view, all the speculation is where all the processes associated with production are carried out and complied with, without any form of customer reception. Here, the fully differentiated products are manufactured according to a set schedule, which adds to the existing costs rather than decreasing or diminishing them (Budiman & Rau, 2019).

Postponement strategies in place in Botswana

With Botswana being a developing country, the shift in logistics is not fully mature yet. So, it makes the most of the other three forms of procrastination. For example, effective logistics relocation requires the establishment of warehouses, storage rooms, and other locations around certain optimal locations. The construction of several such locations would require an enormous investment and would only bring results after a certain time, thereby limiting possibilities. In this case, the most common postponement strategies used in various industrial companies in Botswana include complete deferral and complete deferral of speculation or production in most cases (Simo et al., 2016).

Presence of SSRM in Botswana SOEs/State-owned Generic Enterprises

Strategic supplier relationship

The business processes that form the framework for establishing and maintaining relationships with suppliers are supplier relationship management. In SCM, supplier coordination is crucial to reducing effort and resource waste. Therefore, maintaining a good business relationship is key to improving business performance (Swink et al., 2007). In addition, certain strategic supplier relationship practices (SSRP) that share information or encourage greater integration of operations with suppliers improve performance and are also critical to aligning the perceptions of the company and the supplier (So & Sun, 2010). In addition, better SCMP can also increase the organisation's competitive advantage (Marinagi et al., 2015).

Several dimensions of the SSR include resource management of the six best practices examined in this study (Li et al., 2005). Supplier relationships require building relationships across the value chain management network. Furthermore, it is about networking with customers and maintaining traditional buyer and seller relationships in the store. Dubey et al. (2019) argued that supplier relationship management also includes companies that identify the most important suppliers and supplier groups and establish a cross-functional relationship. The firm goal is to formulate desired service level agreements that satisfy the organisation's profitability goals and suppliers.

A popular supplier management method segments suppliers based on profitability, growth, stability and service. Companies do this to identify suppliers with whom the company can develop tailored products and service and standard agreements to achieve the organisational goal and generate profits for the suppliers (Swink et al., 2007). Companies also undertake strategic supplier integration to improve product and production requirements (Danese & Romano, 2011). This process involves developing cooperative relationships with suppliers, engaging in joint development activities, and sharing information systems with them to reduce the complexity in the production processes and improve problem-solving methods. Another, more unusual method is presented here through joint practices with suppliers, wherein companies seek to leverage supplier skills, improve customer service, and improve financial performance (Narasimhan & Jayaram, 1998).

Effective SCM depends on well-trained purchasing and supply chain employees. While many companies in Botswana have purchasing guidelines and manuals, some organisations lack both. Many people in the purchasing department are unaware of written purchasing guidelines and procedures (Msimangira, 2003). However, a substantial amount of investigation has been carried out in recent years, and numerous improvements have been made. For example, supermarket chains in Botswana previously used a mixed sourcing system for fresh fruits and vegetables and processed foods (Emongor & Kirsten, 2010). However, the public procurement policy has placed more emphasis on local procurement. In this, although Botswana has seen flourishing imports of food and household products through supermarket chains, the focus has been on developing local content requirements that facilitate the development of a local supplier base and their contribution to retailing (Chisoro, 2015). The above has positively affected smallholders, increasing their incomes (Emongor & Kirsten, 2010).

One of the supply management practices in Botswana is characterised by the lack of dedicated materials and SCM departments. Organisation's view purchasing and delivery functions primarily as an extension of the accounting and finance departments, and there are no specially trained staff. Instead, they perceive these tasks as a bureaucratic rather than a strategic function, hence can be done by everyone and anyone in the organisation. The lack of trained material organisation management and SCM personnel has resulted in market and supplier surveys not being conducted in Botswana. Since companies do not critically evaluate suppliers and suppliers without survey data, this represents a challenge for smooth SCM (Msimangira, 2003).

Presence of IQ and ILP in Botswana SOEs

Information quality practices

The development of modern, efficient and user-friendly IT applications has dramatically improved the exchange of information in various business areas, thereby enabling the coordination of business processes between companies and suppliers, improving supplier-customer interaction and reducing transaction costs (Sang Woo Lee, 2016). The data exchange is a pillar in building buyer-supplier relationships as part of business continuity. Although further support is available, Ahmed (2021) and Azad (2012) have generally asserted that the buyer-supplier dyad is important for business success, and that the exchange of information acts as a mediator between relational information quality and SC management. However, it should be noted that companies need to complement the exchange of information with good information quality practices (MacCarthy et al., 2016; Zhu et al., 2021). Given the importance next to the SC, confidential information is shared between business partners which requires maintaining the quality and reliability of the information shared (Marinagi et al., 2015). Thus, an optimistic link for information value creation is through companies tending to have better SC

performance with higher information quality (Dong et al., 2018; Zhu et al., 2021). Consistent with the findings, data sharing and information quality is also positively impacted by the vision's trust and commitment to supply chain partners. It is often found that organisations have poor information exchange and problems with information quality due to the insecure behaviour of their suppliers (Li & Lin, 2006).

Nowadays, through a standardised monitoring and evaluation system, companies rely on product and service delivery systems for efficient information collection and evaluation modes. For example, in Botswana, the efficient delivery of public services, such as healthcare, depends on improving the national health information systems. In addition to investing in the growth of electronic health record systems and tertiary education programmes, resource initiatives for data management, data sharing, and data quality review are critical to strengthening the medical service SC (Ding et al., 2014; Yuan, 2013). Botswana's Ministry of Health and Welfare (Monitoring and Evaluation) has developed Standard Operating Instructions (SOIs) to improve data quality across the health system. In addition, it includes the distribution of tasks for the management of data quality in health information systems, an adaptation of global data quality instruments in the context of Botswana, and the training of specialists for the dissemination of SOPs and the assessment of data quality (Lambert et al., 1998).

Internal lean practices

Lean SCMP refers to coordination within and between companies to reduce waste, increase efficiency, and increase overall productivity and profitability (Myrelid & Jonsson, 2019; Rao Tummala et al., 2006). It emphasises continuous improvements within the chain that are achieved by eliminating non-value adding processes within the SC (Vonderembse et al., 2006). The company's in-house lean practices along with e-management complement the company's efforts to ensure information exchange and improve information quality (McCullen & Towill, 2001). In this way, internal lean practices ensure the smooth functioning of SC management.

There are four effective lean practices: demand administration, standardisation, waste management, and organisational behaviour. Demand management refers to the management of collaborations, sales, operations and inventory management. Waste management aims to reduce the waste generation in the company by identifying factors that delay the flow of the SC or adding it to a value chain that needs to be eliminated (Vitasek, 2005). Standardisation refers to establishing the most cost-effective products using the latest technologies. The practice of bad organisational behaviour focuses on developing this behaviour in individuals that create value and eliminate waste (Emiliani, 1998). Hence, the internal lean practices in SC management relate to optimising the uninterrupted flow of creation in the SC and minimal wasting of resources to improve customer experience. It also gives today's businesses an edge over traditional businesses by helping the former to develop improved and cost-effective products and services (Daud & Zailani, 2011). Other internal lean practices within the company's operations include continuously improving procurement processes by reducing overall costs and identifying suppliers with matching interests. Furthermore, frequent inventory maintenance for uninterrupted services, quick reaction mechanisms, readiness to deal with uncertainties and risks ensure that the supply chain functions smoothly (Bozdogan, 2010). Often companies are faced with a hindrance to their business operations due to a lack of coordination and the spread of distorted information within the SC. SCM approaches this through greater synchronisation between the different levels of the SC through e-marketing and e-business practices within the chain. Existing research on lean practices and performance also links successful SC in companies to their financial success (Halim, 2016; Daud & Zailani, 2011).

The introduction of lean tools into the production processes of flour mills in Botswana has significantly improved the sector's productivity. The lean practices implementation is based on the 6S methodology which includes sorting and elimination of waste, setting for quick access, glossy cleanliness of the workplace, standardisation of production and safety in the workplace (Thaolang & Gwangwava, 2020). Such lean management practices positively affect the relationship between managers and employees, improve the company's overall productivity, and reduce accidents in the production processes. In the past decade, Botswana's manufacturing sector has seen a sharp decline in productivity. Organisations have failed to implement these productivity tools because they are unfamiliar with lean SCP. However, even if companies are familiar with these practices, such measures cannot be vigorously implemented without trained professionals who understand lean practices in management processes. In fact, companies that have successfully implemented lean SCP continue to face challenges in managing the change (Mapfaira et al., 2014). In this sense, the low productivity of the manufacturing sector in Botswana can be attributed to a lack of resources, poor work ethic, poor factory efficiency and unskilled labour.

Purpose Statement

Implementing SCMBP reduces SC expenses and improves purchaser service (Chen et al., 2004). This study proposes an innovative approach to determine the degree proportion of execution of SCMBP in SOEs. Failure to submit a research proposal can result in management ignoring or confusing other aspects of the process or even confusing the demand determinants. This research aims to cover as many organs of the state-owned companies as possible. Given the vast majority of SOEs, some selections need to be made by communicating with the appropriate representative offices. The selection covers the public sector and semi-governmental organisations, the pillars of the State Corporations (Hope, 1995) that drive Botswana's state regulation. A maximum of 12 respondents in each of the three bodies makes for 36 participants, as per the Monarch University requirements. By examining the implementation separately, the research facilitates the interpretation of the implementation level of SCMBP and its relation to possible determinants of corporate performance. Therefore, to explore and understand the SCMBP in SOES, this research uses empirical analysis, which requires an accurate specification of the services provided and the requested SCMBP (Kumar & Kushwaha, 2018). In such situations, SCMBP (Hamiza & Ndi Isoh, 2019) plays an integral approach in integrating supply, demand and relationships to customer satisfaction.

Fullan and Pomfret (1977) discussed the criteria and methods to assess whether innovation was implemented and indicated two main orientations of fidelity and mutual adaptation of implementation. These adjustments aim to measure the level of application of organisations in their operations. According to Hamiza and Ndi Isoh (2019), SCM measures improve organisational effectiveness within the internal supply chain environment. However, the definition of innovation in SCP (Ageron et al., 2013) is methods and tools previously used in an organisation or its departments to address various SC problems. It is interesting to note that this approach works well in all possible cases, without reservation. The authors have mentioned that the standard technique performs excellently in almost all cases, agreeing simultaneously that they also highlight criteria and tools that have similarities in use. Therefore, the method's effectiveness is clear and optimal in several cases, which concludes that the authors have the same understanding of the uses herein.

Problem Statement

Apparently, according to Hope (1995), state-owned corporations have slackened their efforts to serve the nation with the essential services pillars of Botswana democracy. It is safe to say that performance issues play a supportive role in executing the government's conscious policies. Kumar and Kushwaha (2018) showed, for example, that it is now imperative for companies in the SC to focus on

improving customer service, cost balance and service to gain loyalty. This makes SCMBP a viable way to achieve long-term productivity and maintain customer satisfaction. A key component of SCMBP is its implementation, which research identifies as an area within the scope of the survey (Msimangira, 2003). The research to gain more knowledge regarding this, particularly in Botswana, has not been followed by others.

The exposure of potential determinants through research evidence on SCMBP implementation in organisations (Fullan & Pomfret, 1977; Hersom et al., 1976) has become a phenomenon; the same happens with SOEs when they use SCMBP. The research examines SCMBP implementation by SOEs to determine its importance for effectiveness and efficiency (Hope, 1995) in building customer confidence. According to Hope (1995) and Sweeney et al. (2015), there has been a noticeable decline in morale and motivation, leading to some deterioration in the essential quality of the public sector.

Research Tool & Method

The research analysis tool consists a questionnaire of three sections and the introductory letters from the university and the executive committee, intended to inform the reader about the purpose of the survey and the permission to conduct research. (Kumar & Kushwaha, 2018). For example, primary data requires logic and much thought to help management make decisions. The first section of the survey aims to gather relevant information about the characteristics and organisation of the respondents. The instrumental survey includes title, organisation scope, legal status, years of operation, and size. Using the literature attributes, (Kumar & Kushwaha, 2018) a questionnaire has been developed with structured questions on the continuum of consent and adoption on a seven-point Likert scale. This section describes SCM initiatives adopted by the organisation on the six leading SCM practices introduced in the study. The third section provides information on implementing such SCM initiatives for customer satisfaction and service continuity, including economic, operational, and social performance. The research was used operationally due to the potentially confounding variables and the SCM enablers as the independent risk factors – these include information sharing, CRM, relocation, SSRs, information quality and internal lean practices. For any research, collecting data and information from the total population is very difficult, and so there is a need for a sample population that can be thought of as a small copy of the total population. Study data could be supplemented with data obtained from two types of samples: probability samples and non-probability samples. Probability sampling is a method where all sample populations for research have an equal chance, while non-probability sampling research chooses to select a specific group of sample populations for research (Singh, 2015). The target audience of the selection criteria is a wise selection of people who clearly understand the research problem. The selection criteria for the target group were as follows: Employees need to belong only to state-owned companies based in Botswana. Employees must have at least five years of experience with the present company. The employees must work in the selected companies at middle management level. Only employees from state-owned organisations in Botswana could be selected so that there would be no ambiguities in the investigation or compromises in the quality of the assessment. In addition, a solid experience of at least three years was seen as an important parameter for target audience selection, as research on SCM practices is technical and requires a deep understanding of the system practised by government agencies and companies.

The researcher adopted a mixed-method research approach involving surveys and qualitative desktop research. This was based on the premise that qualitative and quantitative research can provide more insight than one form alone; the combination offers an expanded understanding of the research problem (Creswell, 2008). Particularly, data was collected from journal articles, online publications,

literature research and questionnaires in desk research. However, in the case of primary research, survey responses were collected using a structured, closed-ended survey questionnaire, which was formulated using several research collections.

Additionally, the poll was constructed on a 7-point Likert scale, ranging from 1 = extremely disagree to 7 = extremely agree. Each statement required responses based on the variables, constructs, and frameworks. To obtain unbiased results from the research, the researchers divided the target population into three groups of public sector employees, parastatal agencies and government agencies.

In terms of sampling, respondents were selected from the 190 to 235 state-owned companies in Botswana (selected sample size), providing specifically 229 respondents. Google forms were used to collect the respondents' data, where links to the survey were administered to potential candidates. It took three months of research to collect all the survey responses as some responded early – those who have IT-based work assignments.

Equally meaningful and informative values were used in the evidence analysis. As expected, this research performed several tests for the survey, including reliability testing, frequency analysis, and correlation testing. Descriptive analysis was performed using the frequency analysis method to examine the demographics and background of the respondents by indicating the respondents' perception of the implementation of SCMP in their organisation. The ANOVA correlation test was applied to determine a correlation between the dependent and the self-determining (unbiased) variable size. These are dominant factors that modulate the fate of correlation analysis and subsequent regression analysis to determine impact. The data analysis was performed on MS Excel and R Software.

Main Research Question

To what extent have Botswana's SOEs implemented best practices for SCM?

The Research Objectives

Perhaps a comparison is more meaningful when the ultimate intent of the work develops as a managerial construct of understanding to overcome the shortcomings of SOEs in fulfilling the aspirations of citizens as stakeholders. This research sought guidelines for selected study targets in state-owned companies across Botswana. The implementation of SCMBP is an important study in assessing the proportion of usage in the public sector, and the implementation of the best SCMP policies, procedures and processes will help management realise their full potential for their own organisation and save the government resources that may be spent on other essential services. In order to know how the current fiscal policy will affect the economy in the coming year, some economic indicators have been highlighted as follows:

- A domestic economic growth rate of 9.7% is estimated for 2021 and 4.3% is forecast for 2022
- Inflation reached 8.7% in December 2021. The expected target range in 2022 is between 3% and 6%
- Policy rate will be maintained at 3.75% in 2021
- Balance of payments deficit of P20.1 billion (or 11.6% of GDP) in 2020, compared to a deficit of P12.0 billion (6.7% of GDP) in 2019
- Foreign exchange reserves were P60 billion in October 2021 – equivalent to 11.3 months of import coverage for goods and services – compared to 58.7 billion in November 2020 – equal to 10.9 months of import coverage
- In November 2020, the part of the reserves of the government investment account was only P5.6 billion, compared to P17.8 billion at the end of 2019

- The actual budget outcome for 2020/2021 was a deficit of P16.41 billion (9.4% of GDP)
- The revised budget estimate for 2021/2022 shows a deficit of P10.16 billion (5.09% of GDP)
- The projected budget deficit for 2022/23 is estimated at P6.98 billion, equivalent to 3.2% of the GDP

The development of research objectives to address challenges faced by the SOEs in Botswana are stated below:

1. Investigation of the degree of implementation of best practices SCM in Botswana SOEs
2. Determination of the scope of implementation of CRM practices in SOEs in Botswana.
3. Determination of the extent of implementation of information sharing and internal lean practices in Botswana SOEs.
4. Examination of the extent of implementation of procrastination and information quality practices in Botswana SOEs
5. Determination of the scope of implementation of SSRPs in SOEs in Botswana.

Main Research Question

One of the first questions that may arise is the aim of the research to determine the level of implementation of SCMBP in state-owned companies in Botswana. The public sector has a broad base of service-oriented organisations that help improve the lives of its citizens. Msimangira's (2003) study advocated the study of SCMBPs in determining the level of practice in Botswana organisations. An earlier survey (Chow et al., 2008) indicated improved organisational viability through SCMBPs. However, operational responsiveness leads to superior performance when the relationship mitigates uncertainty (Hallavo, 2015), implying efficiency as a precursor to responsiveness. By examining the implementation separately, the research facilitates the interpretation of the SCMBP level and the relation to possible determinants of the performance of the public services. Fullan and Pomfret (1977) argued about the criteria and methods for assessing whether innovation is being implemented, pointing to two main orientations of fidelity and mutual adaptation of implementation.

In all of these orientations, the central purpose is to measure the application of SCMBP across the diverse economic sectors of Botswana's SOEs; thus, the dissertation's central research question was developed. Perhaps research in this area will be dominated by providing solutions to this problem. One of the first questions that arise is:

What are the characteristics of a contemporary theoretical paradigm to explain the level of implementation of SCMBP in Botswana's SOEs?

Significance of the Research

In just the past few years, SCM has emerged as a phenomenon of exceptional interest for scholars, practitioners and researchers. SCM has garnered worldwide attention in the past decade due to the rich information available to make decisions in SCM operations. Advances over the past 20 years in technology have allowed for the study of SCMBP to evolve from a traditional perspective to a modern view. Many new techniques are being developed today, which are expected to provide an academic and professional understanding of implementing SCMBPs in SCM activities within an organisation. One area of research that needs to be explored is Botswana's business world (Msimangira, 2003). In fact, companies must be made aware of implementing SCMBP in their business processes. Yaseen et al. (2018) have claimed that demanding customer changes are influenced by intense competition and rapid innovation and advances in IT from aligning the organisational mission with strategic intentions (Cardy & Selvarajan, 2006).

Since there are no patterns in the identification and validation of SCMBP, it makes sense to research these practices to support the theory of SCM (Jabbour et al., 2011). Interestingly, the influence of SCMBP that contribute to optimal public sector strategies (Marwan AL-Hialy et al., 2018; Yaseen et al., 2018) to improve service delivery are to be noted. Many studies have found varying numbers of SCMBPs. It is within the research interest to further differentiate their importance in organisations for better profits and performance – helping practising managers with knowledge of specific SCMBPs for improving public sector performance and satisfaction. Given the intensity of the economic problems and the burdens on the countries related to the economic value of this area (Hamister, 2012), it is worth investigating which SCMBPs are critical, and how useful these practices are for the SC performance of the SOEs in Botswana and organisations which implement SCMBP in their purchasing function. SCMBP should not be part of an organisation's strategic liabilities but rather a source of strategic assets that help generate rents to improve the organisation's performance. Policy liabilities are those resources that damage and destroy a company's ability to earn rents due to three characteristics such as (a) becoming expensive to the organisation, (b) limited delivery, and (c) being appropriated (Arend, 2004). Future advancements are expected to help top management across many industries which now believe in the appropriate global practice of SCM, for its following characteristics:

- Enables more sustainable profit realisation
- The measurement goals must be linked to the overall strategy
- Helps sell differentiated quality products, making a flexible SC with quality inputs necessary
- Working with the supplier to reduce costs (collaborative)
- Driving down supplier costs as much as possible (adversarial)
- SC costs
    - Includes cost righting upstream and downstream the SC
- Supply chain operations reference model (SCOR)
    - Total cost to serve
        - Focuses on the cost of delivering a certain product to the customer
    - Cost of goods sold (COGS)
        - Focuses solely on direct costs (direct labour, material)
        - Supports the gross profit metric (sales – the cost of goods sold)
    - Return on SC fixed assets
        - Organisations want their fixed assets to work for them (i.e., make money)
        - Do not directly make a turn a profit per se but generate goods and services to make revenue

SCOR summary

- Does not provide savings but provides cost information to make key decisions
- Identifies expensive processes that highlight waste and improvement potential
- A model that can be used both internally and for suppliers (tendering, supplier management)

- The cost of the process
    - The time it takes for the process to complete
    - The below provides a summary of key processes:

    - Customer reliability: Perfect order fulfilment; number of orders delivered with no issues
    - Customer agility

- Upside of SC flexibility: Ability to handle demand increases short-term
- Upside SC adaptability: Ability to handle demand increases long-term
- Downside supply chain flexibility: Ability to handle demand decreases long-term
- Overall value at risk (see SCOR)
- Value stream mapping
    - In reality, if each process can be measured and improvements made across the SC, value stream mapping is already being carried out
    - A lean manufacturing technique
    - The idea is to remove waste at the end of the mapping
- Process cycle efficiency
    - Another way to calculate the same processes mentioned earlier
    - Derived from lean manufacturing again
- Process capability measures
    - The capable process is one that provides the assurance of producing quality products/services
    - Six sigma is often used in this area to train people
    - Reduces defects and improves processes
    - Used more in business by more people across levels (Total Quality Management: TQM)
- Focuses on customer satisfaction but can include many other areas
    - Can be fit to purpose, customer service, durability, inputs, processes
- Measures of quality can include the following:
    - Cost of quality (COQ) – costs of poor quality, costs of prevention
    - Customer complaint resolution – average time to sort problems out
    - Parts per million (PPM) – Defects, like six sigma
    - Delivery dependability – Deliver on promises
- Quality can be seen as a pre-requisite of customer satisfaction
- TQM
    - Empowers all people at each level to implement improvements
    - A philosophy and long-term in nature
    - Looks at ‘delighting’ the customer rather than just satisfying them
- TQM approach leads to increased customer satisfaction
    - Components of SERVQUAL used in this area
    - How quickly and willingly the employees are in understanding and responding to needs
    - Being remembered – we all remember places from where we receive good quality

Several authors have shown that these are often the limiting factors in SCMBP at upper- and middle-management levels. Procedures, policies and guidelines that are established by the board of directors will be delayed if they are to be properly applied. Hence, there is a knowledge gap in the operating standard of the industries.

The research proposal consists of five main parts. Section 1 introduces the final research information with subsections explaining the problem definition, statement of intent, research objectives, educational value, and intended contribution of the proposed research. Section 2 sets the research boundaries, while Section 3 defines the primary abbreviations used in this document. Finally, as a consequence, Section 4 provides the relevant literature on the investigation topic, and finally, Section 5 presents the proposed research design and methodology for this research.

Theoretical frameworks and three research domains

SCM has found a quick entry into many industries in developing countries. But the question is whether the people worldwide talking about SCMBP understand it theoretically or practically? How did it start, what drove it? This survey examines SCM's practices (constructs and frameworks) and their degree of implementation in Botswana public service organisations. The lack of successful implementation of SCMBP by managers in most organisations have prevented organisations from becoming a competitive edge, and requires different perspectives to examine the reasons behind. Chow et al. (2008) claimed that the absence of successful SCMBP implementation is due to the lack of research on SCM due to its complexity; running this practice has created conceptual confusion and theoretical frameworks. Although SCM is familiar in the industry, implementing strategic SCM has been challenging, especially with the latest e-business and mobile technologies, making it difficult to implement in many developing countries (Chong et al., 2011). The emergence of SCMBP implementation may be due to the low-level of new technology required that many developing countries lack access to in terms of training and financial resources to purchase the equipment (Beardsell, 2009). Chong et al. (2011) have commented that SCM in developing countries differs from developed countries, and the low-cost strategy of the industrialised countries makes them service-oriented and innovative. Chow et al. (2008) suggested that this is due to the lack of a large format of SCMBP, which is because no further study was conducted back then regarding it, thereby leading to new research on the topic. Reviews on this topic were written between the 1980s and 1990s and gradually grew (Ambe & Badenhorst-Weiss, 2012).

Assumptions, Limitations and Delimitations

The proposed research has several assumptions, limitations, and delimitations regarding context, variables, constructs, and frameworks. These were examined in a questionnaire format, sent to all identified participating organisations. First, the research is limited to implementing SCMBP in organisational SC. The study assesses the level of SCMBP and excludes the principles of TQM, as applied by some organisations. Third, respondents' positions will be of paramount importance in determining the effectiveness of the research. Therefore, this investigation targets managers and top executives for answers and interviews. Fourth, the investigation focuses on the SCMBP level, limiting it to an application-level as part of practices deliberately managed to maximise business customisation. Fifth, different advantages of customer relationships result from increased customer loyalty, improved problem-solving processes and knowledge of customer needs (Yaseen et al., 2018). Finally, the literature research will be primarily limited to research from the SCM discipline, including the literature on strategic management, contemporary management, leadership, logistics, and sales; however, literature from related disciplines such as TQM, management practices and other relevant topics can provide a more controlling insight.

Assumptions

Some things have gotten out of hand, making this research irrelevant. The research, however, is critical of the view that every organisation needs sustainability. When conducting such research, it is assumed that the respondents answer the questions truthfully. Therefore, the sample representation is valid for the population to conclude (Leedy & Ormrod, 2021) that the research problem could not exist without them; the belief is that each of the samples is true, otherwise, they would not be able to move forward. Therefore, the anonymity and confidentiality of the participants, like volunteers, who can withdraw at any time without consequences, will be preserved. These can be some assumptions that are an example of the research period.

The interview questions must honestly and openly represent the views of the participants. Therefore, the inclusion of the sampling criteria is appropriate and ensures that the participants have all experienced the same or a similar research purpose. However, all participants imply a sincere interest in participating in the study and have no motive to improve the available information, such as the supervisor's consent to participate in the research survey. The methodology section may disclose other unique assumptions about this research design as the research proceeds.

Limitations

Constraints are usually areas over which there is no control. Typical limitations are sample size, methodological limitations, survey duration, and response rate. Equally important are limits including choices between public sector departments. Respect is paramount to the evidence which limited to the Botswana public sector only, which may not reflect applicability to all industries. Hence, there is no generalisation of the results possible, but evidence indicates the likely links between other public services within the public sector. However, single-sector research allows the research to avoid heterogeneity in terms of controlling and provides control over sample estimation, suggesting an expansion of the scope in other sectors (Sundram et al., 2016). The research also suggests that due to the insufficient size of the departments in a studied activity area and location, considering the conditions in other countries, research needs to be continued to find the integration of SCMBPs to improve organisations (Sundram et al., 2016; Jabbour et al., 2011).

The limitations are equally significant in shaping further research on SCMBPs, leading to more interest. Some of the questionnaires returned by the respondents determine the sample's representativeness. However, there can be a weak answer that invalidates the representation of an organisational population. This also makes it difficult to generalise the results, in which case the questionnaires will be followed up, and the new distribution of surveys will be carried out until the required response of 20% is reached (Leedy & Ormrod, 2021). On the one hand, the degree of accuracy depends on the research results of the returned questionnaires from the target respondents. On the other hand, answering the questions is essential to produce a high standard of work. In other words, problems with missing information or non-response are invalid for this research.

The following restrictions can be included under limitations:

1. While participants' conditions or their place of work may not be known, the response could be affected
2. Some respondents may have difficulty remembering questionable events, situations, and feelings
3. The number of participants or subjects is sufficient to close adequately

Delimitations

The parameters of this investigation in professional research often deal with subjects such as population, sample, treatment, setting and instrumentation. Some features will limit the scope and limits of this research; these control the survey such as the choice of objective,

the research question, the variable interest, the theoretical perspectives taken by the research and the population size selected for the investigation. In the following Table 1-2, an explanation of characteristics and population defines the selected method and variables, which also set the limits of the results.

- Note: There will be an elaboration on the type of research on the assumptions, limits and delimitations of the subject, taking into account the following aspects:
    - Ontology: How the survey perceives reality – objectively or subjectively or a combination of both?
- Epistemology is the derived data method composed and analysed
- Theory-related constructs, definitions, and prepositions are used to present a systematic view of the phenomenon in the context of an investigation
- Relationships between variables need to be specified to describe, explain and predict the aspect of research.

Definition of Key Terms

It is prudent to undergo a re-thinking of the problem keywords that form the bases of the investigation. Table 1-1 summarises the range of keywords used to define the investigation.

Table ***Error! No text of specified style in document.***-1
Implementation of best practices in SCM debates

Author, Year	Views and Discussions
Fullan and Pomfret (1977)	Implementation is the actual utilisation of innovation; a change consists of practice
Durlak and DuPre (2008)	According to implementations, postulate what a programme or process comprises when a particular setting is in its deliverance.
Ulusoy (2003)	Innovation occurs when competition builds; it is an essential element of policies that seek best class practices upon a fundamental pillar
Damanpour and Gopalakrishnan (2001); Chong et al. (2011)	Contradicts what innovation refers to as the introduction of a device, system, policy, programme, process, or product that is recreated or purchased for the company that uses it
International Research Workshop et al. (2011)	Though the definition differs, the author does acknowledge it is a process, policy, or system that organisations use
Ageron et al. (2013)	Because of these differences, innovation is one root of competitive edge, and the enterprise networks built before and after may be used to achieve such business performance at all levels.
Lambert et al. (1998)	Contended that integrating business processes downstream to upstream add value for customers.
Aslam et al. (2020)	The level is the three broad groupings of social theories: the micro-, meso-, and macro-level theories that deal with how we interact with an individual daily
Baumann et al. (2019)	View the meso-level acts as an intermediate between the micro- and macro-levels, which address the operation of broader aggregate concepts that are abstract.
Fife-Schaw et al. (2008)	According to some set rules, assigning numbers to objects describe how measurements are used, as well as events or observations
Fullan and Pomfret (1977)	Believed that measurement is a technique of observation focused on interviews, questionnaires, and content evaluation for critical documents.

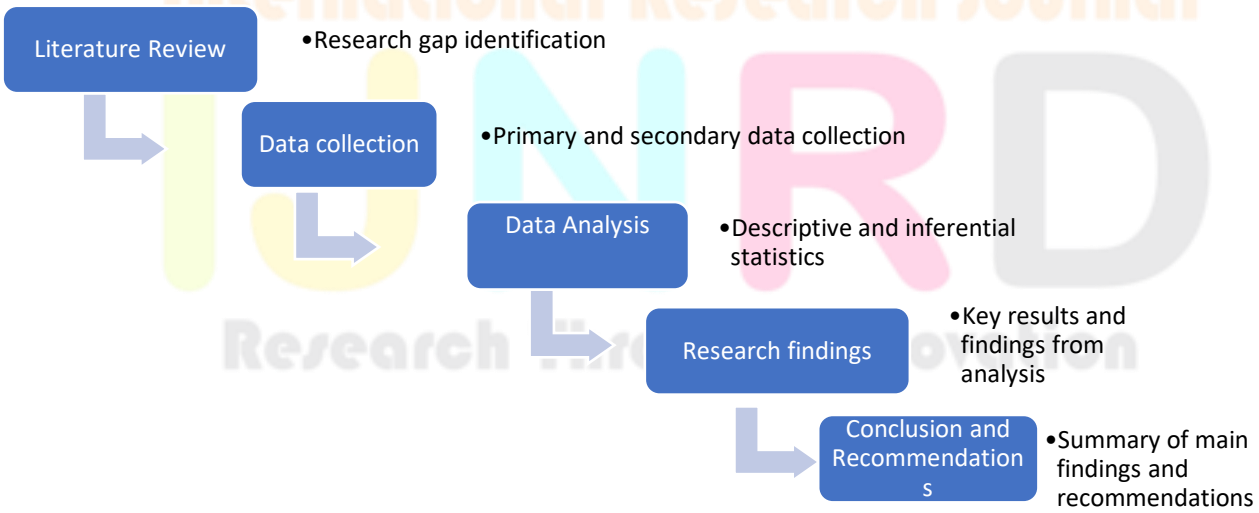
Nature of the Research

The research landscape determines the magnitude to which the state-owned enterprises in Botswana implement SCMBP. A mixed-method approach can leverage descriptive statistics and correlation analysis in addressing the research question, implying that the research will draw from primary and secondary data to conceptualise the research problem and address the question. In addition, based on the integrated qualitative and quantitative research methods used, the level and unit of analysis are described below.

Level of analysis

The research explicitly examines the degree of implementation of SCMBPs in the SOEs in the Botswana area. This implies that the study will be conducted from an organisational level of analysis emphasising SOEs in Botswana and will exclude any organisation outside the scope of the SOEs. The analysis unit includes people exposed to SCM in the operational- and middle-manager levels, and beyond. The study report involves the public sector of Botswana. The process starts with the traditional literature research method and then looks for samples of what was found in the comparative data analysis to draw conclusions and make recommendations. Finally, it was found to be difficult to solve all the problems that arise from one of the most limiting limitations of this approach. Thus, the goal is to ensure that the data analyses show a general pattern of increasingly important results from this study.

Figure 1-1: The literature as an input into research



As highlighted in Figure 1-1, the research is structured into five key areas: literature review, data collection, analysis, findings, and conclusion. Literature review seeks to identify gaps in existing research while data collection will be performed using primary and secondary data. The above discussion has shown that the analysis used descriptive and

inferential statistics, while the research results were presented using tables and figures. Finally, the conclusion highlights the main findings of the author's research and recommendations.

CHAPTER SUMMARY 1

To sum up, the chapter presents the research area and the practices to be examined in SOEs in Botswana. There is evidence of the study of SCM in the context of Botswana in other countries, however, few studies from Botswana (Msimangira, 2003). An alternative model was outlined in Quynh and Huy (2018) study who examined the best methodologies in SCM management for small- and medium-sized businesses with similar economic activities. In this, against the backdrop of Botswana as a country, the creation of public sector departments to discuss SCMBP was examined at length.

This chapter introduced the organs of government, their development, and their roles and responsibilities. In this chapter, Botswana's public sector departments have been treated as service providers for the public. Finally, the discussion emphasised the overview of the research area. Subsequently, considerations on the problem, research goals, methodology, research questions, the meaning of the survey, delimitations and assumptions and finally, the critical definitions within the research were discussed

CHAPTER TWO

LITERATURE REVIEW AND CRITIQUE

An Overview of SC Organisation

This section postulates a brief overview of some of the methods available in the literature. The structure of these research objectives examines the degree of implementation of best practices for SCM in Botswana's public sector. The most important research areas as well as some of the significant or forward-looking developments in this domain have been discussed. These have been important study topics in the literature for many years. Much research has been done on SC activity impact (Lakri et al., 2015), while other similar research (Singh et al., 2019) has outlined objectives to determine how and the extent to which SCM policies, procedures and practices are implemented in government departments.

Conversely, this research goal has the same direction, but here case studies on SCM implementation by the organisations and departments of the public sector in Botswana have been presented. Since much attention has been given to this difficulty in the literature, research in this area is dominated by providing solutions to this problem.

Reinstatement of the research purpose

The challenges in the SC process of the upcoming service provision, the effects of the SCM challenges on the service provision, and a recommendation of suitable SCM practices that BPS can adopt and implement to improve the value chain

positively are pointers driving the research purpose of SCM practices, which are as follows:

1. To determine if the extent of SCMBPs implementation influences organisational customer satisfaction
2. To identify the impact of SCMBPs on government departments and supplier relationship practices on operational performance
3. Comparison of SCMBPs in the literature and current SCM implementation practices in the Botswana public sector
4. To determine the effectiveness of current SCM implementation practices for Botswana's public sector
5. To investigate the Botswana public sector and CRM practices on how they impact operational performance

Hamiza and Isoh (2019) believed that SCMBPs significantly correlate with SC achievement. However, this investigation believes that these earlier assertions have changed with time; in any case (Leksono et al., 2020), implementing SCP policy set by management in systems integration leads to organisational performance improvement. Besides, system integration must embrace all facets of the organisation, and employees need education on how to operate the systems (Danese & Romano, 2011). Many early SCMBP research studies deemed these an extension of classical operations of purchasing and logistics (Cook et al., 2011). Equally important, studies of SCMBPs have shown that customer relationships and information quality impact company performance (Quynh & Huy, 2018). When analysing SCMBPs, despite the short-sighted view focussed only on limited questions, many practices are untested (Ageron et al., 2013). However, it would have a significant impact if these SCMBPs were holistically examined to determine their importance for value creation. For the same reason Sayed et al. (2017) argued that actors in the SC have a duty to understand the interactions between the levels that create an effective SCMBP implementation.

In Botswana, Msimangira (2003) has stated that there is no research on SCMBPs, and it is mainly conducted in India, China, the UK, the US and many other developed countries (Cook et al., 2011; Duong et al., 2019; Gorane & Kant, 2017). In brief, there is not enough information existence in terms of Botswana; nonetheless, this knowledge makes it part of the critical information that may be missed in the review of the Botswana environment.

However, studies (Truong et al., 2017) and selected research reveal a literature gap analysis, and Modgil and Sharma (2017) have affirmed the need to impact SCMBPs at all levels for successful implementation. Similarly, Hadrawi (2019) postulated that organisations collaboratively link inflows of products and services with information and funds to reduce costs. In addition, Matsui et al. (2018) emphasised waste reduction by efficiently pooling resources to meet customer expectations. Furthermore, a study has found that the failure of a commonly accepted characterisation of the SC organisation, and the consequent limitations in SC activities make SCM even more difficult to understand (Gorane & Kant, 2017). Hadrawi (2019) advised on internal organisational processes and linked them to peripheral tasks of employees throughout the SC. Yu and Shunko (2017) argued that SCMBPs create more value for customers and SC partners in an SCM system that requires implementing some of these practices. In this way, activities within the organisation increase the effectiveness of SCM (Lambert et al., 1998). In addition, Quynh and Huy (2018) identified a series of research into the SCM concept that led to different cognitive definitions of this term. Importantly, SCMBPs enable the world's leading organisations to manage the SC change management for improved customer service (Kumar & Kushwaha, 2018). For the same reason, the research

on implementing the SCMBP literature review demonstrates a complete set of actions (Hamiza & Ndi Isoh, 2019) that improve the internal supply chain. Simultaneously, an in-depth background of the degree of SCMBP highlights the SOEs' current practices.

Multiple cohort studies indicate that several studies have been published examining the impact of best practices on SCM to examine their implementation in different economic sectors. According to Baig and Akhtar (2011), the focus on SC research requires an understanding of single and chained chains for co-producing, that is layered and interconnected SC structures. The assumption is that the literature research will provide insight into holistically implementing best practices of SCM.

Gorane and Kant (2017) mentioned that SCM success depends on the successful implementation of the SCMBPs, having empirically examined SCMBPs namely supplier partnerships, outsourcing, cycle time easing, end-to-end process flow and information technology. It may be important to attract the reader's attention to other SCMBPs by different authors listed in Table 2.1. For instance, Hasan (2013) introduced a positive relationship through a different angle for environmental practices within SCM practices. In other words, SCMBPs' similarities and differences depend on the intended use (Wang & Dai, 2018); as a result, selected practices rather than being inclusive of all may contaminate the purpose of the research. Examples of SCMBPs identified in Table 2.1 are just a few of the mentioned.

Source: (Gorane & Kant, 2017)

Table *Error! No text of specified style in document.***-2: SC Organisational Practice**

Author	**Year**	**SCMB Practices**					
Donlon	1996	Provider partnership	Contract out	Compressing turnaround time	Endless flow chart	Informatics	
Tan et al.,	1998	Procuring	Excellence	Client relationship			
Tan	2001	Flow of materials	Information systems	Postponement strategy	Mass customisation		
Tan	2002	Supplier and customer management	Geographic proximity	Just in time	Information systems	Product	Delivery assessment
Sahay and Mohan	2004	Supply chain approach	Supply chain incorporation	Stock management	Communication technology		
Chin et al	2004	Developing consumer-supplier relationship	Executing information and communications technology	Business process engineering	Establishing company culture	Associating performance measures	
Li et al.,	2006	Deliberate supplier organisation	Customer association	The level of knowledge system	Quality of communication system	Postponement	
Srivastava	2006	Supply chain collaboration and partnership	Supply chain assembly	Facility system design	Transportation and logistics	The role of data communication technology	

In most research, the authors have defined SCMBPs in their practices; hence, a comparison helps to better understand the terms used in the definitions. Commonly, most authors cite an empirical survey showing the six dimensions of SCMBPs

in terms of strategic dealer partnership, customer connection, material exchange, data value, internal lean methods, and displacement (Cook et al., 2011). However, there is more to discover in other studies relevant to their environment. Without reservation, conducting further research on the practices and their degree of implementation is an essential aspect of the field (Sweeney et al., 2015). Thus, this will help managers have an emergency model to match demand characteristics with SC requirements. The literature in the early years grew out of the practical confidence that SCMBPs had in the performance of organisations (Lambert et al., 1998). Caniato et al. (2010) sponsored research to share anecdotal evidence about companies adopting SCMBPs and how they led to supply chain benefits. Regardless of previous research, there is a need for further studies on SCMBPs, both in theory and in practice (Gawankar et al., 2017). The link of SCMBPs to many financial and non-financial services to understand the nature of their relationships (Okongwu et al., 2015) is a popular step in research. What stands out with all of this research is a massive void in collecting SCMBPs.

Various such approaches have been presented in the investigation literature (Chow et al., 2008), under the various choices of procedures. Conversely, given the relevance of studies, an additional selection was made from other SCMBPs, which are described in Jabbour et al. (2011). So, SC are not static and instead culminate and evolve, resulting in varying size, shape, and configuration as well as changes in coordination, control, and management (MacCarthy et al., 2016). Technological changes affect the SC coordination across developing countries, especially in countries south of the Sahara (Bartnik & Park, 2018), and emerging countries, and the added value is employed by focussing on core competencies and outsourcing (Flynn & Flynn, 2005). Similarly, most research (Adesanya et al., 2020) posit trends that focus on examining the power of SC integration, specifically for business execution, without considering the customer satisfaction element.

The uniqueness brought by this research is of great importance in discovering new trends in sub-Saharan countries, specifically Botswana. Table 2.2 summarises the theoretical studies undertaken in SCM. Furthermore, based on the practices mentioned in Table 2.2, this research identifies those constructs conducted by Chow et al. (2008) on SOEs using the seven-point Likert, unlike in their survey where they used the five-point Likert. Jabbour et al. (2011) have claimed that the validation of SCMBPs problems has drawn the attention of researchers, as there is no unanimity in setting the SCMBP indicator to address the issue adequately.

Table **Error! No text of specified style in document.**-3: Summaries of the Theoretical Studies

Writer(s)	Investigative	Concept	Situation	Scaling
International Research Workshop et al. (2011); Tan (2002) Tan (2002)	The first goal was to derive SC organisational processes, compare practitioners, evaluate their measures to improve competition and identify focal investigation points in the implementation. Finally, they searched for the identified goals related to the adoption of SC in a modern environment. Through suppliers, evaluations link to business success.	Supply Chain Integration Information Sharing Supply Chain Characteristics Customer Service Management Geographical Proximity JIT Capability	Diverse industries	Five-fact Likert
Lambert et al. (1998)	The study examined SCM practices in the toy SC and uncovered their practical and theoretical discontinuities.	None	Retail trade in the toy industry (volatile demand)	None
Boone et al. (2007) Li et al. (2006)	In general, previous work in this area supports the development and validation of an economical measurement tool for SC management processes The empirically tested framework that identifies the correlation between SC practices, competitive advantages, and business outcomes	Strategic provider partnership Client relationship Sharing information with Data quality Internal lean Deferral	Diverse industries	Five-Fact Likert
Zhou & Benton (2007)	The study examines: the connection between data exchange and SC practice: the influence of SC dynamics on data exchange and SC practice on delivery performance	SC Plan JIT Creation Delivery observed	Various industries	Seven-dot Likert
Knox et al. (2007)	The study targets the underlying dimensions of SCM practice by using an empirically tested framework to identify associations between SC, operational outcomes and SCM organisational efficiency, focusing on SMEs in Turkey.	Strategic collaboration and the Lean practices Outsourced and multiple vendors	Turkish SME companies	Five-Fact Likert
Tatoglu et al. (2015)	An attempt was made to specify the underlying dimensions of SC and IS procedures. Empirically tested structure identifying causal relationships between SCM and IS practices and the functioning of SCM and IS-related suppressants	Strategic collaboration, Lean habits Methods of supplier selection Procurement systems	Turkish SME companies	Five-Fact Likert
Chow et al. (2008)	By modelling structural equations, it was found that critical parts of SC management have a substantial effect on business operations	Customer and vendor management SC functions Communications and speed Sharing information	Compare USA and Taiwan production	Five-Fact Likert
Lambert et al. (1998)	Over time, academics and practitioners have studied the relationships between delivery and operations, including financial outcomes, to determine their responsiveness to business success. This envisions and models these connections using data from a survey of 72 Chinese furnishings examined	Relationships with customers Vendors E-commerce for corporate software	China fixtures manufacturer	Seven-dot Likert

Hsu et al. (2008)	The study examined the role of functionality and best practices for SC management with business efficiency	Not any	Various industries	Five-Fact Likert
Halley et al. (2010)	The described application of SC Best Procedures depends on the type of business partner and the size of the organisation	Consultation Shared values	Various entities	Five-Fact Likert

Source: (MacCarthy et al., 2016)

Literature review and evaluation criteria

An analysis of the literature has shown that the importance of SCM in any business activity is by no means underestimated (Corney, 2019). Early developments in this area are well documented in Parulekar and Verulkar (2015), who outlined SC as important to forecasting and controlling organisational actions through strategic procurement and logistics management, alongside the involvement of partners. Accurately assessing the SC requires an organisational network that connects various processes and activities in manufacturing services with the upstream and downstream customer and creates an overall value (Kamakoty & Sohani, 2016; Walters, 2009; Yu & Shunko, 2017). Huang et al. (2016) stated that the same content (Pattnaik & Gahan, 2020) is reproducible and of excellent quality and involves suppliers, distributors, retailers, manufacturers and customers. Several recent approaches from the literature use Allred et al.'s (2011) definition of SCM as the strategy and management of a seamless, value-added process to meet the intended customer expectations across company boundaries.

Recent work focusses on suppliers, distributors, retailers and manufacturers (Ambe & Badenhorst-Weiss, 2012; Hsu et al., 2008). Additionally, researchers also focus on the activities an organisation undertakes to achieve a strategic goal (Svoboda, 2016). The motivation for this design comes from an earlier design stating that all of these institutions want to gain a competitive advantage over others.

SCMBP actions are taken to enable better execution through the integration of SC (Hamister, 2012) to determine the SC efficacy and proficiency (Kaliani Sundram et al., 2016). The norm is always that customers must be treated with dignity and respect; these beliefs are only humanly. But, that said, the organisation is the one bringing corporate governance issues within the SCPs.

Literature research terms

A systematic meta-analysis found a strong and significant association between these terms. This study literature shows that it is sometimes be important to summarise and structure a discussion about the search terms used in research. In short, the researchers noted various search terms according to the word domain used to identify the literature. A good overview involves a list of definition terms compiled to guide the research into filtering unwanted results to minimise the majority of results from the search engines. The researcher chose these terms based on the criticality of their purpose. This is widely

recognised in the literature, from which it can be concluded that there is a marked lack of consensus among researchers in illustrating this; Table 2-3 below provides a list of terms.

Table *Error! No text of specified style in document.*-4: Literature Review Terms

Supply chain Supply chain and management SC performance Supply chain initiatives Supply chain management best practices Supply chain management strategy Botswana public sector Botswana public sector services Service providers Customer relationship management practice Measuring Supply Chain Management Best Practices	Electronic Data Interchange Internal lean practice Information quality practice Information sharing practice Just in Time Strategic supplier Relationship management practice Distribution management Public procurement Innovative public procurement Local government and health care authorities	Total quality management Postponement practice Level of implementation Value chain Procurement and logistics Operations management Government services Outsourcing Formal sector Sustainability Supply chain performance effectiveness

Academic literature landscape

Significant work has also been carried out on the subject of academic literature landscape, but with only a few comparative studies available. To this end, several studies and reviews were carried out to investigate the much-debated issue in the literature, which has been thoroughly studied and documented. Researchers have adopted the same approach in other areas, despite decades of research still being discussed; although the literature on SCPs is available, these practices are abundant, and each practice has specific research on it. For example, Ding et al. (2014) examined SC systems to contribute to their national knowledge development, while Gorane and Kant (2017) did so to lead a changing global market driven by dynamic customer demand. In addressing these opposites, the research shows a lack of intensive documentation work. More importantly, some studies have been conducted to help the management make better decisions, based on the available data. This can happen when companies need and want to increase sales or gain a competitive advantage.

Botswana Public Sector

In general, work in the BPS is still in its infancy and somewhat limited, and the importance of this topic has been widely emphasised in the literature. Most recent work in this direction is centred on the idea that previous studies do not provide direct evidence that the public sector is creating an environment conducive to national development in Botswana. Instead, BPS is seen as part of the driving economy that provides various government services. The public sector forms the institutional, political and social frameworks for sustainable development (Radin, 2019), while SOCs include the public service, municipalities and semi-governmental organisations. According to the 2011 Labour Statistics Report (Central Statistics Office, 2012), the public sector employs about 51.5% of the population in the economy. For the same reason, this investigation includes the Botswana government agencies committed to providing good value for money on behalf of citizens. Based on this, the public sector, local authorities and public institutions lead the identified research areas below.

Public sector context

Much discussed is the credibility of the evaluation of the literature research, for the research considers the content of the existing knowledge in SCM that relates clearly and directly to the problem and the research objectives/questions. Recent data support the notion that it is indeed believed (Truong et al., 2017) that some research gaps reduce the value of previous studies in the literature review, due to the following reasons:

1. There remains a controversial territory due to inadequate evidence
2. The role of top management support or buy-in
3. The mutual interaction among practitioners has not examined SCMBPs to provide an overview of their thoughts and experience on the subject
4. Data analysis approaches affect the results or findings of the research

A large body of data suggest that these views are consequently realised through literature research. In other words, the research that lack coherent substance, or sparse areas require more attention or investigation in terms of SCM. The evidence from the past two decades strongly supports the different data analysis methods in the research findings (International Research Workshop et al., 2011; So & Sun, 2010), which leads to inequalities in the study and analysis of the problem. Much of the techniques are inspired by the literature, which provides evidence suggesting that the research problem makes the subject of investigation the broader issue for SC management. When evaluating previous research, greater attention is paid to distinguishing between facts and opinions to create a solid motivation for the research's scientific and professional/practical value.

On the contrary, the research is necessary and connects the problem/purpose statement to the goals or questions. The techniques used to synthesise information in this literature review are, in a sense, akin to making a fruit smoothie, with the product completely different in appearance from the original literature (Figure 2-1).

Figure ***Error! No text of specified style in document.***-2: The literature as an input into research

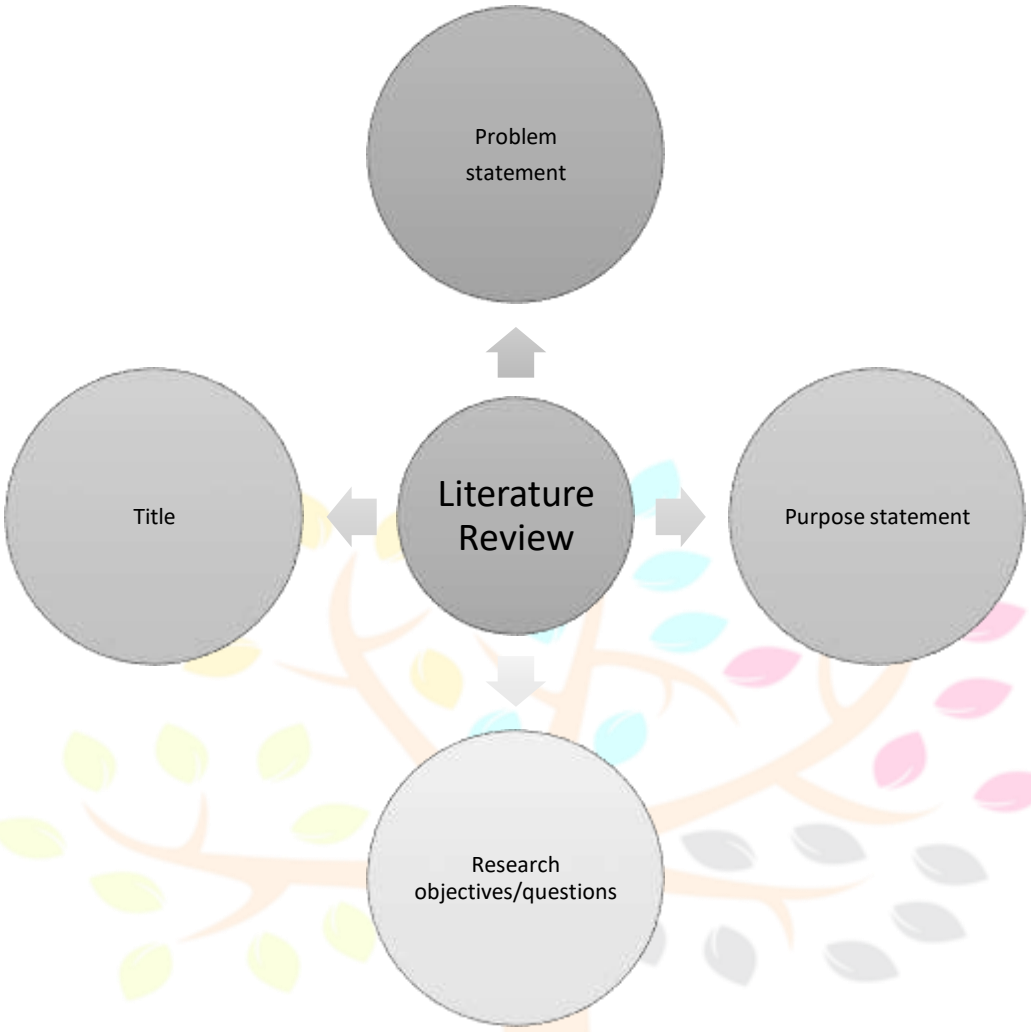
Source: EBW801 University of Pretoria

As a result, a build-up of the literature provides more information concerning its implementation to be highlighted in SCM, regardless of the industrial sector (Chow et al., 2008), with the application of SCMBP viewed as the basis for business performance. SCM implementations need to improve the relationship within the value chain (Hamiza & Isoh, 2019). Comparing different studies worldwide reveals a comprehensive understanding of the SCMBPs in different sectors to develop methods for improving operational performance (Truong et al., 2017). Although some attempts have been made to fix this problem, it is still a pervading issue. Much research still needs to be done on how these can give different organisations a competitive advantage. The case of the smoothie ingredients is a living example of building a coherent review of the literature across all areas of the investigation. Gorane and Kant (2017) implied that SCMBPs are complex constructs, suggesting that successful implementation improves business operations and creates better customer value.

However, the author admits that not all practices are explored, although this may sound awkward as many SCMBPs. Huang et al. (2016) suggested further research to determine the evasive and unintended effects of SCMBPs on the operational act, at all levels. Similarly, many studies (Dubey et al., 2019; Duong et al., 2019; Younis & Sundarakani, 2019) have reported varying results on implementing GSCM corporate governance practices in the Arab nation. To improve the search for research on the SCMBPs, Morali and Searcy (2012) claimed that many authors have examined the motives for sustainable SCPs to motivate companies to adopt them. The most recent studies (Li et al., 2005) suggest SCMBPs as a multidimensional concept that works from both sides to drive profitability in SC (Li et al., 2006) as well as savings that lead to profitability and customer satisfaction (Gawankar et al., 2017). In their quest to remain competitive, organisations are faced with dilemmas of implementation of the various SCMBPs (Cook et al., 2011). Li and Nagurney (2015) recognised the importance of SCMBPs that they not only improve their performance but also align with their SCM cohorts. Nonetheless, there is an ongoing activity for case studies examining the extent to which corporate sustainability practices are integrated into SCM to examine their behaviour in governance, strategic alliance and supplier involvement holistically (Morali & Searcy, 2012). The above have influenced research to add new knowledge from a different perspective to the SCMBPs studied and can help build Botswana's knowledge bank.

Therefore, understanding this is a key to uncovering the origin of the formulation of the title, problem statement, declaration of intent, and research goals and questions and to develop the conceptual foundations of research in literary research iteratively; these serve as a compass for indicative research achievements. In addition, the title along with the introduction serves as a research showcase to entice others to engage with the offer of this research. In addition, there is a need for an inexpensive and reliable technique that serves as a background and conceptual source for the literature review. Many previous studies (Cook et al., 2011) have shown that the initial SCM research broadened the traditional view of operations, purchasing and logistics. Figure 2-2 below shows how the core conceptual elements of the research align.

Figure *Error! No text of specified style in document.*-3:The core conceptual elements of the research



From the review of the various methods, these are the main points that can be concluded. Work in this area is ongoing and varied, with the literature concluding with an adequate summary of the problem, purpose, research objectives, and questions. Although the methods differ in practice, the methods are conceptually the same and can be quoted in the text to acknowledge the ideas, arguments, opinions, and results to support the cases raised, such that even a layperson with no background of the chosen topic can understand the discussion. Regardless of this, arguments critically evaluate previous research results on the research subject. The academic importance of the broad research topic is motivated by the reference to the lack of previous scientific research on the subject. It is highlighted by the critical knowledge gaps, inconsistencies and controversies in the scientific literature that require further investigation. Finally, Siddiqui et al. (2017) agreed that new organisations today should take SCM initiatives and deliver efficiently as the future will see competition between SCs. In the ensuing discussion, the context of local authorities will be holistically emphasised, and the excellent practice in an international global village will be highlighted.

Local authorities' context

Clear, strong and well-documented evidence support the concept of local authorities' contextual documents and information about their management processes, and help maintaining a quality management system to adequately and transparently

achieve trustworthy performance (Hsu et al., 2008). As demonstrated in the discussion above, many factors influence the above factors. For example, available evidence shows a higher incidence of local authorities outsourcing processes aimed at customer satisfaction to third parties when needing to retain overall management responsibility. Because of these points, the rest of the discussion will mainly focus on the scope of this concept, which is required of the top management of the organisation in question, to show leadership and commitment to their quality management system by continuously identifying the needs and expectations of citizens and ensuring processes and programmes meet legal and regulatory requirements (Hsu et al., 2008).

This suggests a conceptual framework that links purchasing and SCMBP with key success factors (Barros et al., 2013). Most of the strategies identified in SCMBPs share similarities, regardless of their implementation. However, the lack of a holistic conceptual model is disheartening, as there is a proven benchmark for potential research across the many areas of the survey (Younis & Sundarakani, 2019). Lee (2016) identified previous research examining various SC policies and their effects on business results. However, Lee (2016) did so without considering the hypothetical or pragmatic guidelines on how SCPs, when used efficiently, implement strategies and make them more effective in response. Sukatiet al. (2012) contemplated that SCs compete at some level and employ an appropriate management strategy that requires integration and coordination through the chain to achieve effective performance. For example, plans and actions that top management of local authorities can use could include the following activities:

- Assume and demonstrate their responsibility and accountability in their quality management system to satisfy
- Follow-up on customer requirements
- Have applicable standards and legal framework for products and services provided
- Uphold the local authority's and establishment's vision, mission, and values in all entities focussed on providing quality products and services
- Demonstrate leadership through promoting a cooperative approach with different local area authorities with various levels of administration, fulfilling the needs and expectations of their population
- Define policy and quality objectives with regards to the needs of the customer in the context and strategic direction of the local authorities
- Ensure that the requirements integrate into the local authorities' processes with the citizen and third parties interested in the same
- Promote a optimal approach to processes within the local authorities, in which the interactions of these methods and their management are determined to produce the required results
- Ensure adequate and timely availability of the necessary resources for the quality management systems
- Communicate and explain to all staff the quality policy and objectives as well as their importance in achieving the required performance at the local authority level

- Issue periodicals verifying the operation of the quality management system and make necessary adjustments for anticipated local authorities' results through the promotion of continuous improvement in the quality management system
- Maintain leadership through an exemplary attitude promoting ethical behaviour and commitment to the effectiveness of the quality management system

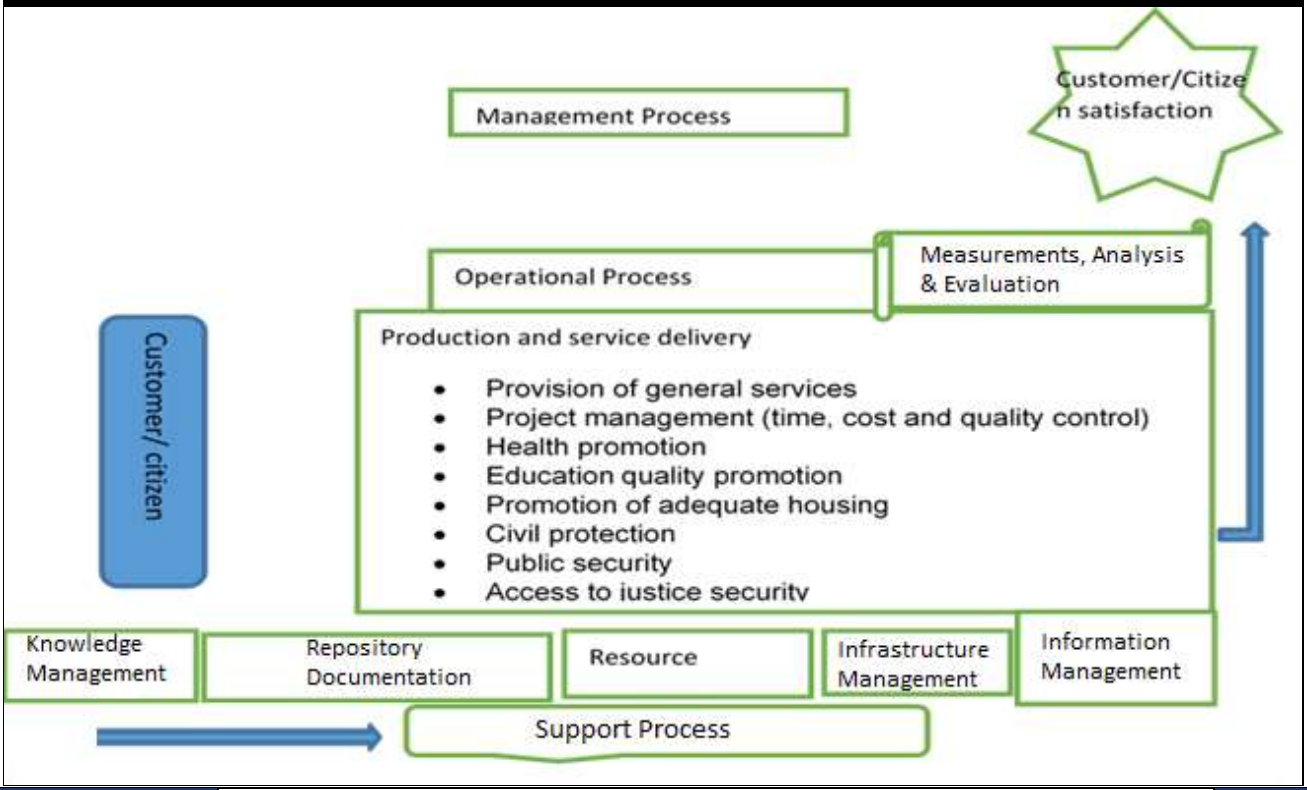
Quality objectives and planning

Understanding quality objectives and planning is a key to developing a theoretical framework for understanding among the local authorities. It should be ensured that the quality objectives are a permanent control and evaluation system for each function, level, or process to provide information and data about the scope of fulfilment (Hsu et al., 2008). This thesis describes an innovative method for a timely review that can use the following for effective implementation.

- An act or manner aimed at meeting the current and future needs and expectations of the customer
- Demonstrate compliance with the applicable legal and regulatory requirements and meet the scope of the local authorities
- Coordinate customer orientation based on the products and services offered by the municipalities which falls under the quality policy of the municipalities
- Make services and products measurable and assessable for continuous improvement and should be regularly and systematically revised to meet current customer requirements

Indeed, a typical example of the process of a close relationship between the integral quality of local authority management can be seen in Figure 2-3

Figure Error! No text of specified style in document.**-4: Quality Goals for Management**



Source: (Hsu et al., 2008)

The focus is not on creating general techniques, however, rather specific techniques for the above process by the local government management, facilitating the implementation of SCMPBs that will help develop a sustainable diagnostic system for the local government to use as a self-assessment instrument to achieve the following:

a. Institutional development towards good governance
b. Sustainable economic development
c. Inclusive social growth
d. Sustainable social development

From another point of view, it is essential to determine the SC system to support an organisation achieve its high competitiveness through a strategic level that is dynamic with various decisions in its environment (Meade & Sarkis, 1998). Moreso, Hsu et al. (2008) postulated that citizens in democratic forms of government must see themselves be able to participate in public decisions and feel represented in their institutions with a policy that involve the various sectors of society in their planning.

Public Institutions (Parastatals)

Parliamentary law establishes public institutions in Botswana, with its main purpose being to drive the economy forward in partnership with the government. This consists of government-related organisations and government agencies created by a law of parliament with the primary goal to offer products and services that the government does not define as essential. Although some of their services are essential, the government does not have any special skills to provide these services.

Literature Documentation: Books and Journals

An overview is given of the most important technologies currently being used or examined. In comparison, several books and magazines have been identified and described s the source of information to summarise the SC management writing. This section summarises the existing state of the art. These resources have unearthed a wealth of information about the practices. When properly controlled by the models and methods, SCs guarantee superior performance and customer satisfaction at all proportions of the value chain. A wide-range of current methods are discussed with their application to undeniably (Singh et al., 2019) describe SCM initiatives that include sourcing, planning, supplier partnerships, information sharing, and skills and competencies as critical to improving responsiveness. Equally important, the research in Table 9 shows a list of journals and books to review the literature on these claims. These are explained together with their advantages and disadvantages; despite the checked documentation, there is more to research as the documents are incomplete.

Overview of the Research Area

Several background topics related to this research are discussed. First, public servants in Botswana play an essential role in providing services to the citizens – a partner in public sector management and national affairs (Hope, 1995). They enable the country to receive awards and build a reputation for development management and good governance. As shown in the previous section, global business competition has grown fierce between companies, with them facing challenges to obtain products and services with limited

resources and for the right places (Kumar & Kushwaha, 2018). Because Botswana is not isolated, it has benefited from SCM, which has quickly found its way into many industries in developing countries (Gorane & Kant, 2017). As mentioned in the previous section, Sweeney et al. (2015) have highlighted that while the word SCMBP is being discussed by people around the world, it is not known whether they understand it theoretically or practically. Many of the problems addressed here remain unexplored in the literature, for there are no acceptable solutions. It is also interesting to examine how SCMBP started and what drives it. So far, there are no experimental conclusions to support this method. Instead, this research examines the term SCM to follow its practices, constructs and frameworks with its level of implementation for Botswana's SOEs.

However, Hope (1995) has claimed that a culture of indifference and utter laziness has invaded public services and undermined their crucial role as partners in managing the public sector and national affairs. A quick look at the literature reveals some gaps and inadequacies. The lack of a successful implementation of SCMBP by managers in most organisations shows the need for different perspectives, which has prevented institutions from gaining a competitive advantage. However, this topic needs further investigation as Chow et al. (2008) claimed that the lack of a successful SCMBP implementation is due to the lack of research on SCM, due to its complexity. However, research has found some variations on this architecture that conducting its practice has caused theoretical turmoil in the absence of a theoretical structure.

Although SCM is well-known in the industry, the strategic implementation of SCM has been challenging, mainly due to the latest e-business and mobile technology technologies making it difficult to implement in many developing countries (Chong et al., 2011). The proposed methodology produces state-of-the-art results that surpass any previous methodology of introducing SCMBP implementation, possibly due to new technologies associated with the lack of training and financial opportunities to purchase equipment in many developing countries (Beardsell, 2009). This method can replace the traditional one because of its excellent performance. Upon careful examination of the data, it was found that Chong et al. (2011) commented that SCM in developing countries differs from those in industrialised countries. The low-cost strategy used in industrialised countries enables them to be more service-oriented and innovative. Depending on the available data, it might suggest that Chow et al. (2008) postulated a general lack of a format for SCMBP, which further suggests that studies on this topic, which emerged from the 1980s to 1990 have gradually grown since then.

Theoretical framework

Recent research has shown that many frameworks and models for measuring implementation have been developed at this point, suggesting empirical and theoretical validity for some of these frameworks (Kurien & Qureshi, 2015). However, let us turn to the results of observational studies that have shown a high prevalence for all. In other words, research shows that new models have arisen based on the following classifications in Table 2-5.

Table *Error! No text of specified style in document.*-5: Theoretical Model of the Research

Model/framework	Purpose
Implementation of SCMBP for the public sector organisation	To determine the performance of the SCMBP within the public sector organisation
Impact of SCMBP in public sector organisations	Identify the impact of SCMBP in developing supplier relationships within the public sector organisation
Compare SCMBP within the literature and the practices in the SOES.	Evaluate the SCMBP implemented by the public sector organisation
Determine the effectiveness of the SCM implementation practices for SOES	Determine the effectiveness of implementation for the public sector organisation
Examine SOES 'customer relationship management about operational activities.	The influence of customer relationships on operational efficiency.

According to Taticchi et al. (2010), there is a significant difference between established and small organisations, and a generic approach to solving various problems cannot be applied to all. There is currently no method that can inherently provide the opposite; research assumes similarity in purpose resulting from the same, in one way or another. In recent research, the literature does not provide a clear methodology for the problem, and the authors acknowledge that SC models guide and support management with appropriate measurement methods and performance metrics to improve performance (Asif & Ohdar, 2015). This is a largely unsolved problem, and a closer look at the literature reveals a few gaps and flaws. Models help management find what analyses need to be performed to determine organisational efficiency in achieving strategic goals. The lack of relevant methods in the literature justifies a new approach to address this previously neglected phenomenon. Insights into these aspects can better help understand best practices implementation in Botswana's SOCs.

Type of research design

A questionnaire-based study is one way to examine the nature of research to identify the key features and characteristics of Botswana's SOCs through individual participation (qualitative research). Responses obtained from a structured survey questionnaire helps analyse these attributes through their statistical analysis (quantitative research) (Creswell, 2021). It should be noticed that all of these determinants have a substantial effect on the specific research problem that will determine whether to use one or both modes. An important part of research is data collection and analysis. Data is collected through questionnaires, and the research uses a mixed-method. The choice of the exact data collection method can ultimately be determined by all participants who show a clear understanding of the questionnaire, and all variables are derived from the responses to the questionnaire. The primary tasks essential for this are as follows:

- Research input
- Inventory resources
    - Botswana public service organisations and parastatals
- Defining the problem
- Research methodology to define a hypothesis or a specific question
- Instruments for collecting data
- Methods for collecting information

- Methods for analysing data
- Obtaining funding for the project if necessary
- Collecting data
- Interpreting the data
- Data and results tabulations
- Analysing the data
- Preparing a research report

The data is typically derived from published reviews and expert opinions, and Figure 2-4 shows a clear path of research direction and the path it has developed through the activities carried out and progress in the work completed. To take this into account, it is very common to use electronic records which provide a wealth of rich data, and the large sample size helps in drawing conclusions. However, it should be deemed important even when evaluating and explaining the course of events in the past and the future, as the research is shaped. These factors have always been considered in this work to ultimately complete satisfactory work for the dissertation.

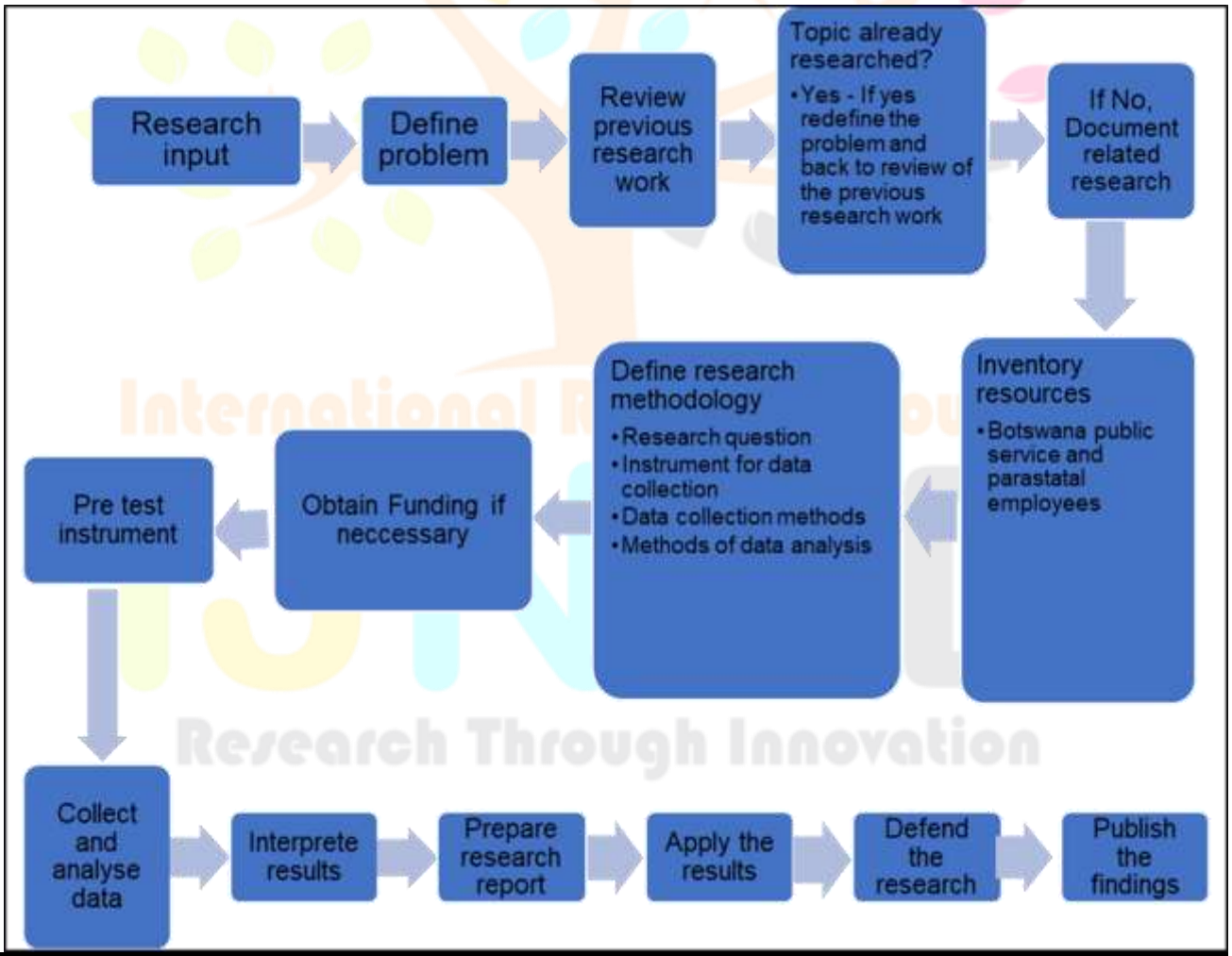


Figure *Error! No text of specified style in document.*-5: The nature of the research design

Creswell (2021)

Therefore, this diagram indicates that this effect cannot be attributed solely to the precise analysis of each step having a significant impact in fulfilling this research's requirements. This design simplifies the development process through exploratory research, which is because “the establishment research simplifies the exact nature of the problem unravelled”. In other words, it is considered mainly

for its simplicity to confirm additional research taken into contemplation during an investigation and influential research pointers; collecting data and refining specific focusses may be thought-provoking to take note of without empirical research. To simplify the implementation of the proposed method, it can include methods such as the following:

- Desk research – available reviews, literature, and data
- Incidental qualitative methods include discussions with customers, workforces, organisations or participants
- Mandatory qualitative research includes in-depth exchanges, purposeful collections, projective approaches and means, case studies or model studies.

The research examines an extensive range of articles relating to a small number of individuals, groups, or communities, and the purpose is to highlight and illustrate the connections in a common (Creswell, 2021). This technique seeks to characterise a rare situation rather than taking a broad view of additional public requirements.

Simultaneously, implementing the SCMBPs ensures access to data on political and cultural issues can make the people fear the measurement tools and consequences of their ideas. Therefore, try to manipulate the target setting for attributes to reflect achievement. Nevertheless, the research's intent was fully understood as well as the purpose and use of the measuring instrument.

The level of research analysis

This topic is equally important as the analysis units for this survey make up the Botswana public services institutions across the country. SCMBP implementation forms part of the information required from the participants. For this, senior and middle management levels will complete the questionnaire, and participation is voluntary.

The survey participants targeted the positions within the structure of the public service sector. They were quite highlighted based on their background in SC processes within the Botswana SOEs. The intent was to cover as many respondents in all the districts as possible. The sample will involve senior management, middle management and supervisors and officers in Botswana SOEs who have the most detailed knowledge of the business operations. Most employees will not form part of these targeted data sources due to their lack of information on its strategy.

Leedy and Ormrod (2021) clarified the sample size associated with numbers. The survey proposes a sample size of around 1500, therefore sampling about 20%. However, the response rate of the returned questionnaires may be lower or higher, which was the case in previous studies (Chow et al., 2008; Duong et al., 2019; Jabbour et al., 2011). Saunders et al. (2009) mentioned that following deciding on the sample size, comes choosing from many unlikely sampling techniques the best method for answering the research objectives and questions. In this sample with no probability, the selection of the sample units is completely arbitrary (Creswell, 2021). Research relies on personal judgment, rendering some population members no chance of being sampled (Leedy & Ormrod, 2021; Leedy & Ormrod, 2021). Despite those mentioned earlier, to achieve reliable results, it is appropriate that the research adopts an option representing the sample of respondents.

Therefore, the appropriate option under this sampling method would be purposive or judgment sampling. Consequently, it is imperative to choose a method for reliability: Respondents' target specialised knowledge about the issue in question. For example, their position in the organisation, top executives, senior and middle management selected can, in return, recommend further new respondents with valuable information.

Verification Methodology

While Cook et al. (2011) concluded that survey-based research ranks above many in the SC, more advanced techniques have shifted towards modelling and testing. The research used content analysis to filter out many variables that would have provided additional data, which would have resulted in high costs. Such a review method has been previously used to find a critical research objective related to the research questions (Morali & Searcy, 2012). The initial list for the literature search included 140 articles and books downloaded from various databases such as Google Scholar, Emerald Insight, EBSCO Host, JSTOR, ProQuest, and Social Science Research Network books, which are listed in Tables A1. The focus, contributions and approaches of the individual work are summarised in Figure 2-4 to emphasise the importance of the research.

Contribution of the reviewed papers

As a result, the input from the reviewed documents provided a rough breakdown of the eight main sub-groups based on their common themes as follows:

1. Best practices for SC management and their relationship to business success and customer satisfaction
2. Other aspects of SC management and their relationship to business success and customer satisfaction
3. Customer relationships in SC management and company activities and customer satisfaction
4. Exchange of information within SC management and its connection to company performance and customer satisfaction
5. A shift in SC management and its relationship to business performance and customer satisfaction
6. SSR within SC management and its relationship to company success
7. Quality of information within SC management and its affiliation to company performance and customer satisfaction
8. Internal lean practices within SCM and their relationship to business performance and customer satisfaction.

Following the paradigm shift, modern business organisations need to work together and focus on achieving organisational performance within the SC to increase a competitive benefit (Parulekar & Verulkar, 2015). In such cases, institutions reorganise to efficiently generate a diverse range of products or services (Siddiqui et al., 2017) to minimise costs and maximise benefits along the SC. The flexibility in working through the papers allowed the research to identify additional areas for a further survey that were considered outside the scope of this work. There are challenges in determining appropriate measures to analyse the SCMBPs (Gandhi et al., 2017) that prevent organisations in developing countries like Botswana from understanding the SCMBPs and their effect on SC performance and customer satisfaction. Performance improvement was modest (Hamister, 2012), but this was due to the poor implementation of the SCMBPs in organisations. Hong et al. (2010) have outlined a documentation system for their practices which should be implemented on time using available resources.

Government and political conditions

It is essential to understand current issues highlighted in the literature. A brief history of the government functions in Botswana is presented, which interestingly shows that the system has worked for the country. Botswana has a flourishing multi-party

constitutional democracy. Since independence, each election has been freely chosen and held on a schedule. All citizens who can vote have done so openly in this political process. A systematic review of prospective observational studies found that Botswana has 57 seats in the National Assembly and four other positions elected by the National Assembly to represent stakeholders and the disadvantaged. From the literature research, it is becoming clear that the openness of the country's political system is a key component to Botswana's stability and financial growth, as elections are held every five years (Central Statistics Organisation, 2012). Recent physical exertion in this area has focussed on the president, with national executive powers elected by the National Assembly after successful parliamentary elections. For the same reason, the president elects a cabinet which consists of a vice-president and a flexible election of ministers and deputy ministers.

The chief's house

The chief's house embodies eight major sub-groups of the Botswana tribe, and the district sub-chiefs elect four other members. A National Assembly bill of common interest is submitted to the House of Chiefs for deliberation. A body of evidence indicates that the chiefs and other leaders preside over the common courts, although all people can request their choice under the UK formal legal system (Central Statistics Organisation, 2012). Recent investigations have demonstrated that Botswana President Khama reaffirms this notion by stating that poverty eradication is an ethical, social, and economic imperative (Botlhale, 2015). Such liberalisation found within Botswana has allowed for external trade increases and created a payments environment (Msimangira, 2003). Recently, new methods to deal with this have appeared in the literature.

Furthermore, the former has caused more considerable improvements in the public enterprise sector and increased competition and restructuring (Msimangira, 2003). Many authors, for example, have described their feelings surrounding it. However, one pending issue appears to be the purchasing and supply management practices in developing countries such as Botswana.

According to Ruele (2011), Botswana’s liberal democratic state often depends on morality and ethics that justify its political actions, where people abide by constructive economic decisions rather than those known to be destructive. It is believed that people live in conditions of moderate scarcity. The evidence to date suggests that any decision to use these limited resources does not necessarily mean using them any other way. Experience and key studies suggest that when it comes to moral and ethical services, SC management has a more important responsibility in defining the public sector to reach customers. Ngowi (2000) postulated that SOEs are one of the major clients of the construction industry. However, as discussed in the literature, they admit that procurement systems used in the country are inadequate in meeting the standard customer requirements, and at worst, they are adversarial.

A review of major studies in this area have confirmed that the personnel involved in purchasing are unfamiliar with policies and procedures and that not all companies have purchasing policies and procedures manuals (Msimangira, 2003). Furthermore, not all employees who work in purchasing departments are familiar with written guidelines and procedures in their company (Msimangira, 2003). In addition, SC management has become an important issue in an increasingly turbulent and complex environment. In the literature, there is broad theoretical and experimental evidence to support the primary source of competitive advantage, depending on three different levels of characteristics of SCPs, namely (a) operational processes, (b) organisational operations, and (c) information systems and information technologies (Ageron et al., 2013).

Very few studies demonstrate agreement between these techniques; this has been a controversial point widely discussed in the literature. Hsu et al. (2008) provided a review of recent techniques and presented a comparison against earlier methods, arguing that companies must continuously seek defensive and offensive approaches that increase their effectiveness and help achieve improved competitiveness, better customer service, and higher profitability to improve their competitive advantage. In the above reasoning, Gowen and Tallon (2003) reiterated that SCMBP, which is assessed for competitive advantage, includes: (a) supplier quality assessment, (b) supplier partnerships, (c) customer satisfaction assessment, (d) competitive benchmarking, (e) cross-functional teams (CFTs).

In addition to insufficient evidence, there are problems with this approach as it raises the question: How do companies implement SCM with inadequate policies and procedures? The lack of successful SCMBPs (Li et al., 2006) is attributed to the focus on subject knowledge research. A respectable summary of research in collected works (Ageron et al., 2013; Barros et al., 2013; Gawankar et al., 2017; Gorane & Kant, 2017; Sundram et al., 2016; Jabbour et al ., 2011; Truong et al., 2017) shows a lack of research on SCMBPs and calls for more work in this area. Unfortunately, due to the significant lack of formats of SCMBPs, the evidence base is small and inadequate (Li et al., 2005); ultimately, there is a need for further research on this topic. As discussed in the literature, this research aims to develop an explicit use of shopping and SCMPs in Botswana, particularly for public sector departments. Overall, work in this field is still in its infancy and somewhat limited; it also seems necessary to define SCMBP and formulate its strategic implementation. SCMBP has been described from different perspectives and as a multi-dimensional concept composed of activities of a unit to promote efficient SC (Sundram et al., 2016). (2005) believed that SCMPs are the foundation for improving operational performance (as cited in Huang et al., 2016). Indeed, this paper argues that implementing SCMPs improves the performance of organisations at all levels. Other studies by Gawankar et al. (2017) identified SCMBP as coordinated events that companies assume to stimulate the use of their SC.

Although some endeavours were made to fix this problem, research still highlights the different perspectives when presenting SCMBP as the foundation for improving business performance (Gawankar et al., 2017; Truong et al., 2017). In the overview, a strong connection was found between the two, a more meaningful comparison, perhaps a comparison of earlier work, the detailed analysis of which is possibly beyond the scope of this work, and is therefore only briefly outlined here. Many influences play a key role in making SC management an integrated, methodical approach to service delivery. A prospective randomised study showed that despite the above claim, which may not reflect the SOEs, there is still much work. Although some progress has been made, more research is needed. The research is inspired by similar work on the flow of information about SCM flows from the primary producers, manufacturers, sellers, and customers (Jabbour et al., 2011). Therefore, it is imperative to recognise the full extent of companies, as SCM expresses the connection to other companies in the form of networks essential for customer satisfaction (Ageron et al., 2013).

Second, there is an assumption (Juan Ding et al., 2014) that information sharing is critical to meeting customer needs with fewer resource suppliers to determine the importance of customers and stakeholders (Garca-Dastugue & Lambert, 2007; Lambert et al., 1998; Jabbour et al., 2011). The definitions of SCM by these authors require a more precise understanding of this concept to ensure that its meaning is accepted.

Local authorities and decentralisation

Some previous works have explored this issue, but the focus has been on the local government institutions: two city councils, eight district councils, 12 district councils with 36 subregional committees, a tribal administration, and the Kgotla. Interestingly, few studies coexist with public sector field management to form many institutional arrangements at the district and local levels (Sweeney et al., 2015). Although this topic is well-known, it has received little attention. District chairpersons have executive powers and are assisted in appointment by the public sector by elected and nominated district councils and community development committees.

According to Marobela (2008), public sector departments should operate like units regardless of values and beliefs, making them viable for the position of corporate strategy manager listed in the public sector. The author's note regards the development as necessary. Given the above assumption, this may mean that the public industry values effectiveness and efficiency in achieving its goals. Such results were also seen in a recently published report in the literature.

SC performance (Hong et al., 2010) draws attention and measures effectiveness and efficiency in ensuring the organisation meets customer requirements and includes operational efficiency. More needs to be achieved in terms of its effectiveness by ensuring that the department considers the available resources. Also of interest are papers that describe the inefficiency that consists of the fact that these resources are minimal, and their use adequately produces the required amount of work with minimal effort and brings about savings or sustainably (Lakri et al., 2015). The importance of this topic was widespread and is emphasised in the literature. Sweeney et al. (2015) postulated that a public sector severely restricts the autonomy of local authorities as it tends to inhibit the development of community organisations. There is evidence that the public sector can appoint key local government officials within the state-owned company, thereby ensuring a solid centralised control over the two critical functions of finance and human resources in the local councils. There is evidence of support for the new Botswana public service management (Marobela, 2008) and the public sector advocates that incorporate various management concepts such as human resource development and performance management systems. These inconsistent studies cannot be considered conclusive, as they do not encourage what could result in a viable approach within the ministry that accelerates skill advancement in the SC and improves capabilities at all SC rates. This work shows that Botswana has made a strategic change in the public sector based on time-based performance, reliability, supplier performance, and cost performance (Hong et al., 2010; Marobela, 2008).

To address this previously unaccounted phenomenon, a new approach is presented in which the research in the context of the author does not mention SCPs at this level. Throwing light on this lack of understanding about the SCMBPs' contribution in meeting the required objectives of sustainable development, these facts justify the development of the rationale behind the research to introduce human capital and performance without addressing the big picture of SCMBPs; subsequently, this survey will focus more on the level of SCMBPs implementation in the overall set-up of the ministry.

According to Hope (1995), Botswana's public sector comprises central and local authorities and public institutions. The background, motivation and importance of this research present those public institutions are the most significant organisation in (a) the breadth of services delivered, (b) the number of people served, (c) regional distribution of services, (d) assets and expenditures, and (e) total employees. Expanding this under-explored area to manage public sector services efficiently is an important issue for governments worldwide as customers are increasingly demanding higher quality services (Kasliwal & Singh, 2018).

This research aims to analyse SCMBP and its implementation within the SOEs. Current research focuses in particular on six SCMBPs: (a) supplier strategic partnership, (b) client relationship, (c) data exchange, (d) information value, (e) agreed outcomes, and (f) risk-sharing (Sundram et al., 2016). Furthermore, the level of implementation within the Botswana SOEs is essential. This section is entirely dedicated to a very important topic: the research on these SCMBPs to highlight the department's better understanding and adoption. Several background topics about this research have discussed these concepts and investigated (Hamister, 2012) the introduction and implementation of SCMBPs in small-medium enterprises, concluding that they have an active relation to performance at all levels.

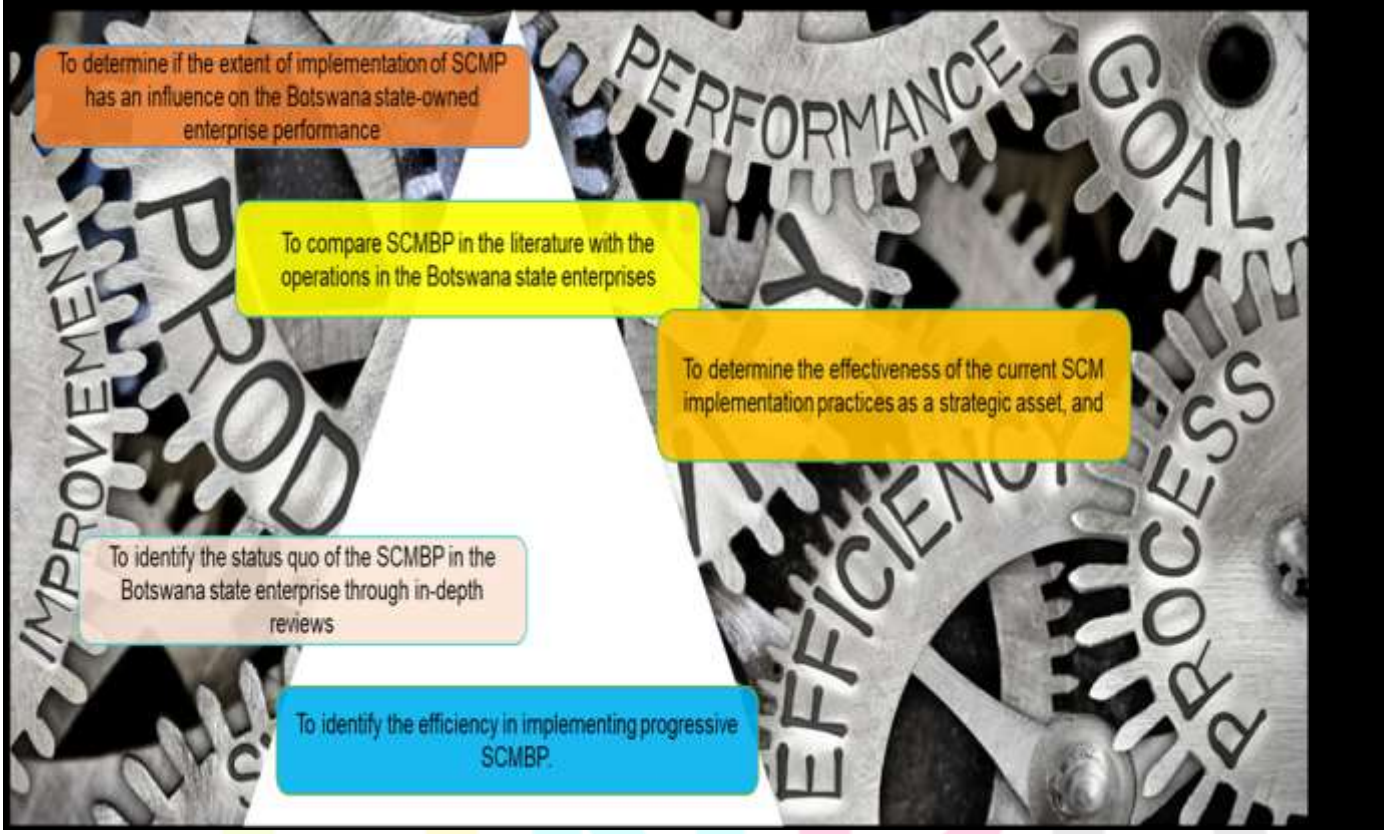
To address this previously neglected phenomenon, a new approach is presented in which the authors explain the importance of the business operations, management, and information/technology processes that enable these SCMBPs to function within the public sector departments. The research is motivated by recent advances in business services practice, which describe how the day-to-day activities of outsourcing operations add no value (Ageron et al., 2013). In this context, the driving force in information/technology comes into play, which acts as a trailblazer for achieving corporate goals. Further research needs to focus on the introduction of the SCMBP and its connection with the business performance of SCM companies, particularly in the Botswana context.

Nonetheless, this analysis does not evaluate the adoption of SCMBP for business performance. It could be an area of further research to empirically determine their relevance for adoption, although Hamister (2012) has examined their approval and implementation by small retailers. In contrast to the study, it did not consider public organisations, which spend more resources and are accountable to the public. Developing and testing a model in which the primary need satisfaction mediates the relationship between the six SCMBPs remains an untested hypothesis. This research aims to examine these practices as precursors to the satisfaction of basic needs. A closer look at the literature is necessitated as well to realise the implications of understanding SCMBP for SCM activities that satisfy customers in SOEs.

It further helps streamline research to analyse and synthesise the six SCMBPs implemented by the SOEs to achieve customer satisfaction. Many of the topics addressed here are still unexplored in the literature. Several studies have examined the usefulness of SC practices. However, the study objectives were designed to refine the anticipated difficulties in implementing best practices in the supply chain in Botswana's SOEs. Similarly, an overview of the hypotheses is shown in Figure 2-5.

Public Sector Reforms

Figure *Error! No text of specified style in document.*-**6: The Hypotheses of the Research**



Many of the topics addressed here are still unexplored in the literature. There may not be enough relevant literature on public sector reforms in Botswana that go back more than three decades (Marobela, 2008). It is somewhat surprising that these have not yet been investigated, thereby not demonstrating the full potential of the approach. Therefore, the effectiveness and efficiency of the public sector remain critical areas in developing national initiatives to address human needs through the implementation of fundamental reforms of public finances, administrative policy, public service management and the transparency of public sector activities (Marobela, 2008, p. 9). There does not seem to be any information in the literature on this subject; the main concern of the public sector is good governance. From this point of view, efficiency and cost reduction emphasise various management concepts such as performance management systems and strategic human resource management (Marobela, 2008). There is no known work on the emerging restrictions on the public sector management in Botswana (Marobela, 2008) that prompted the government to reform the public sector to improve efficiency and service. According to Bovis (2010), the term public sector often refers to services that the state offers to the public for a specific role in fulfilling the public interest, property or status of the entity providing the services. In addition, the essential tasks of the public sector, which include the state and its organisations, corporations under general law and

public sector companies, are reversed to ensure satisfactory customer service. Either way, be aware that SC initiatives must be implemented through strategy formulation to identify areas requiring material flow and service improvements to determine their performance effectiveness (Gorane & Kant, 2017). Indeed, Flyn and Flynn (2005) argued about the economic and social pressures on the institutions of all states in Europe for reform management methods in the foundations of the public sector. Recent data suggests that the idea of the same case could be applied to institutions in Botswana calling for better public sector management to meet customer needs.

Disempowerment of the local authorities

The older approaches are beginning to show their limitations, and so there is an immediate need for local government institutions that have become weak and disempowered when it comes to generating public sector revenue or collecting tax and borrowing from commercial banks (Sebudubudu & Botlhomilwe, 2012). It is most likely due to good governance, which is essential to human development that many governments and international organisations have considered debates and differing interpretations of a common legal framework, accountability, transparency, and information about the management of national affairs when implementing the SCMBP. As a result, stakeholders face more resistance to implementing reforms to achieve satisfactory service delivery (Modgil & Sharma, 2017). It remains speculative whether this may be related to the fact that, in another case, learning in this situation presents challenges that affect the company's success. Several reasons may have contributed to this finding, and organisations are pondering the benefits of recognising this fact. It is undeniable that the method presented in this thesis is sufficiently general to be applied to customer satisfaction.

Education and training of local authorities

There are several explanations why this dilemma occurs. As discussed in Local Governance, issues are becoming more complex and need to be addressed through a concerted effort between leadership, practitioners and academics. These are often constructed for whatever reason. In general, however, local authorities in Botswana are councils. The reality is that the local government structure in Botswana houses three other important institutions, as shown in Figure 2-6.

Local governance institutions in Botswana

These systems are relatively complex; however, they can be accurately modelled using four institutions that make up a local authority, the second and final tier of government in Botswana. These models are not sufficiently simple and usable and are namely:

a. *Bogosi* (tribal administration or chieftainship)
b. Councils (both urban and district)
c. Land boards
d. District administration.

A plausible and useful theory behind the phenomenon is that this arrangement was adopted upon independence. Some incomprehensible factors complicate the process. Although the institutions mentioned are considered to be local authorities (LA),

it is incorrect. The concept has evolved over the years, and a popular explanation is that only councils see LAs. This leads to a significant load in the implementation since the above-mentioned other departments and facilities with services at the local level (district and sub-districts) also exist decentralised, as shown in Figure 2-6.

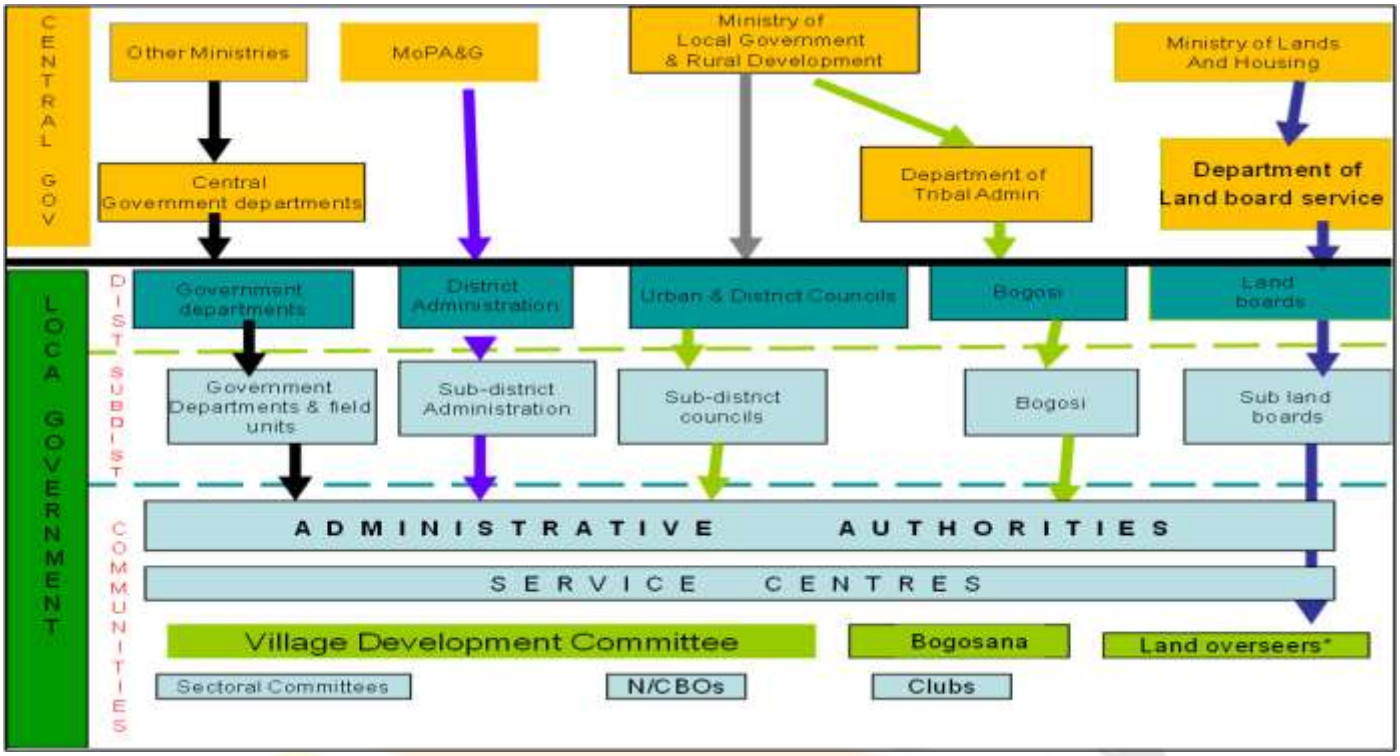


Figure 2 6: Local Authorities Decentralisation in Botswana

Central Statistics Organisation, (2012)

Local Authorities

In the previous section, it was already shown that the Local Authorities Act of 2012 replaced the old exemption, according to which the LAs in Botswana were subject to the previous laws and divided into city and district councils. Work in this area is extensive but mainly deals with legislation that gives municipal and non-urban councils legal powers to develop areas within their jurisdiction. It is somewhat surprising that these have not yet been investigated in leadership status. All councils are equal, which means, for example, that the city councils and authorities enjoy the same conditions as the district and are leaders themselves, without reference to the community within which they exist. City council leaders are called mayors, and district councillors are called council presidents. Are council members elected from among these leaders every five years? There is no minimum qualification to stand for election to the council. As a result, there has been an ongoing debate about whether this practice is advisable as the current development and governance issues are complicated as long as the method is trained. Each council has a secretariat, an administrative arm under the direction of the city/parish secretary in the city centres and the council secretary in the district councils.

The secretariat oversees an ensemble of departments that provide and are supposed to provide various services that they are legally obliged to perform. These units come from various professionals and administrators who are expected to ensure that the service delivery is effective and efficient. Table 2-5 suggests that only councils exercise all of the powers that come with decentralisation; hence, they are the only institutions that can be considered local authorities.

Table ***Error! No text of specified style in document.***-6: Local Institutions Power and Tasks

Power/Authority/Responsibility	Councils	Land Boards	Bogosi	District Admin
Political				
Fiscal				
Legislative				
Administrative				

More research is needed to understand how the state enterprises are coordinating affairs of the public services of the local government. Cross-sectional analyses of several studies suggest that they are responsible for various development and local governance tasks. Studies have shown that state enterprises house departments whose mandates deal with bread-and-butter issues, as it is the portfolio of the public sector departments under which the local government is categorised. For all these reasons, some strategic decisions have been made, and Table A-8 represents the respective councils of Botswana. Because of their geographical spread and population size, a sub-level has been created called subdistricts or administrative authorities (see Table 2-6). After careful consideration, this method would best meet all requirements, as city councils are just a settlement; it is not applicable and feasible to create further lower levels. Thus, despite the lack of evidence, it is widespread and perceived as safe since other districts that do not yet have sub-districts/administrative authorities may also have them in the future. Some parts of the preceding require strategic decisions to be made. From this, it can safely be concluded that Botswana mainly uses devolution and delegation to create its local governance structures. This proves sufficient in the case of local authorities (councils) that exist through the law, which has given them responsibility in those laws. While not perfect, it does offer the possibility that they cannot act outside of their mandate as dictated by the law that has created them. However, they are challenged from time to time to think creatively about how to reach their capacities and reduce their over-reliance, particularly on budgetary requirements, on the public sector.

Bogosi (tribal administration)

Some indication suggests that Bogosi (chief) is an ancient institution, as old as the various *Merafe* (tribes) found in Botswana. The evidence so far suggests that the *Dikgosi* (chiefs) are tribal leaders who were introduced to their positions by the tribal customs of their *Merafe*. Previous research has shown that usually, these situations are attributed to an offspring. Before independence, the colonial government tolerated *Bogosi* but ignored it and created a district administration with district commissioners to govern its subjects appropriately (Government, 2001). Studies eventually showed that the *Bogosi* institutions legitimised the Chieftainship

Act (chapter of the Botswana Laws). This law was repealed in 2012 and replaced by the *Bogosi* Law. The *Bogosi* Act, in contrast to the repealed Chieftainship Act, democratised and improved the qualifications for a *Kgosi.*

Today's science shows that everyone can be elected *Kgosi* (chief), according to this new law, regardless of whether they belong to the *Bogosi* (chief) kinship. Increased numbers have been reported, and the minimum educational qualifications have also been added. The role of *Bogosi* can be summarised in two key areas: Through the *Kgotla* system, it continues to function as an advisory platform on which consensus on development and governance issues is sought from time to time. It has been submitted that this might be a new strategy for this role, including the old one, which is to hold tribal ceremonies. Second, it helps to dole out cheap justice through the traditions of the respective *Merafe* (communities). A comparison of methods showed that this connection also plays a role in the criminal proceedings of the penal code and civil claims under other applicable laws. The newest and most advanced theory proposed in modern governance, the role of *Bogosi*, describes the role of change agents that the *Dikgosi* expected to mobilise their *Merafe* to direct their thoughts on political issues sponsored by the national government. There have been more than a few shots to do this recently, that is have the *Bogosi* chiefs of administration be the tribal secretaries, assisted by other administrative staff. Fresh work in this range has focussed on tribal administration and falls under the portfolio responsibility of the public sector departments.

Land Boards

Historically, these institutions were the first to be developed for companies by land boards established under the Tribal Land Act (Chapter 32:02 of the Botswana Laws). The seminal studies led to the idea that the Land Boards must administer tribal land in trust for the application of the citizens of Botswana and promote the economic and social development of all people in Botswana (Tribal Land Act). One of the maximum powerful works in the region is the powers of the proposed state boards through chairpersons elected every five years. This work marked a milestone due to their administrative support from an appointed Land Board Secretary who oversees a team of surveyors, cartographers, administrators and other professionals.

District Administration.

Another, more unusual approach is presented here, namely that no legislation legitimises the existence of the district administration. There is also a large volume of work in this area, considering that the department alternatively has a supervisory role in the public sector. Hence, these issues are well covered in the literature, with no representation in providing services to the public. During this research, many questions arose under this pretext that the study area did not cover.

Capacity building for local authorities

More recently, several attempts at the Vision of the Republic of Botswana 2036 have stated that decentralisation promotes participatory development and that local institutions are identified as essential vehicles for bottom-up development planning for community-led development. While this is widely recognised, it essentially calls for stronger and more qualified local institutions for the government to fulfil its mandate. There is a clear lack of consensus among researchers that the local institutions and public sector departments that have offices at the local level are essentially the ones that put forth the face of government. This is widely

accepted in the literature, from which we can conclude that they are the ones who bring government to the people by being the ones who operationalise it. A simple technique was used for this purpose; therefore, they must be made valid and efficient.

Councils' chambers

Finding solutions to this problem has long been required for the governance of elected and appointed chambers, and there is a need to provide good leadership development programmes. The vast majority of studies included in the review found that the leadership and management development programme in this regard recommends a development that allows local authorities to achieve its objectives carefully. Recent data support the belief that executives and critical department heads can be trained in entrepreneurship as councils need to explore investment opportunities to meet budget deficits, as the public sector revenue support grant (RSG) is inadequate.

Tribal administration

However, as discussed in the literature, the role of tribal administration is to provide traditional leadership for the communities. The Botswana government is generating a conscious attempt to ensure that this conventional institution continues to retain its place in modern governance. There is enough evidence that their roles guide daily tasks, as demonstrated in Table 2-6.

Table *Error! No text of specified style in document.*-7: The Role of the Tribal Administration

Area/function	Possible intervention/capacitation
Bogosi (Tribal leadership) includes Dikgosana (junior chiefs)	Change agent strategies Community mobilisation strategies. Official etiquette
Bogosi (Judicial function)	Criminal evidence procedure Panel code Court Procedures Leadership & Management Development
Administrative Staff (Tribal secretaries & clerks of courts	Supervisory Skills & Management Development Criminal evidence procedure Court Management & Procedure Records Information and Archives Management The team is working.

Source: (Government, 2001).

District Administration.

This institution is mandated to carry out many tasks without reservation. Over the past decade, various studies have identified the impact of relocating the District Commissioners (Heads of District Administration) from the MLGRD to the Public Sector Departments of Presidential Affairs, Governance and Public Administration (MPA GPA), keeping in mind the centrality of this institution to the government to get a consistent and direct message on how the government wants to do things. Several studies and reviews have been carried out to examine the public sector in a way that seeks to improve its visibility through greater direct representation.

Land Board

The details of the theoretical background behind the land boards is that they are bodies established under the Tribal Land Act responsible for the Land Trust on behalf of the citizens and promoting the economy and social development of Botswana. This is generally accepted in the literature from which we can conclude that the Tribal Land Act states (Chapter 32:02, Part VI, Section 13) that the role of land boards works through habitual ownership. Spekle et al. (2018) mentioned that the powers over land would previously be conferred on the chief and a subordinate land authority under common law, including the granting of land use rights. There is still disagreement about the revocation of land use rights, imposing restrictions on the use of tribal land. Approval of any change in the use of tribal land or approval of a transfer of tribal land must be given to a district administrative authority, delegated to it by or under this Act. Several landmark studies have found that the district administrator can appeal against any decision made by a subordinate regarding the functions delegated to that subordinate district administrator. The mainland boards allocate land under common law and carry out ordinary land permits and lease agreements under customary law. In this way, the municipalities contribute to the public sector and perform various tasks on behalf of the citizens. The study provided compelling evidence that SCM is broken down into three aspects (Parulekar & Verulkar, 2015) and areas of performance, identified as follows:

a) The SCM philosophy is given SC as a systematic approach for achieving logistics and distribution functions from upstream to downstream
b) A whole, uniform strategic orientation based on the endeavour to synchronise and cover activities at a central point of use, with individualisation as a value-added concept that aims to achieve the most workable aspect of customer satisfaction

Their review concludes that the management philosophy uses the SCM implementation. This is of great interest, so the study's secondary aim was to examine these management practices to build and maintain long-term relations with SC affiliates who integrate to disclose information, manage risk, and focus on customer loyalty. Management processes in SCM are related to activities and tasks. It could be speculated that these two resources flow to meet customer needs, reduce costs, and add value (Jskelinen & Heikkil, 2019).

SCM in Botswana

Previous work in this area confirms that the SC has become a fundamental part of organisations that maximise the business's overall value. This suggestion is supported by evidence (Singh et al., 2019) that SC governance in the public sector is paramount and a critical function to drive service optimisation through responsive purchases of products and works. This fact is further supported by the evidence that the organisation that implements SC practices (Leksono et al., 2020), establishes corporate policies by integrating the system. As a result, the Botswana government established the Public Procurement and Disposal of Assets (PPA) office to coordinate the procurement of public services (Government, 2001). In support of this view, it has been shown that the Botswana government enacted the Public Procurement and Asset Disposal Board (PPADB) through a parliamentary act (Cap 42:08; Government, 2001). PPADB is the Finance and Development Planning Ministry's (MFDP) semi-governmental organisation. In particular, some recent theoretical work asserts that the main task of the PPADB is to decide and award tenders for the central

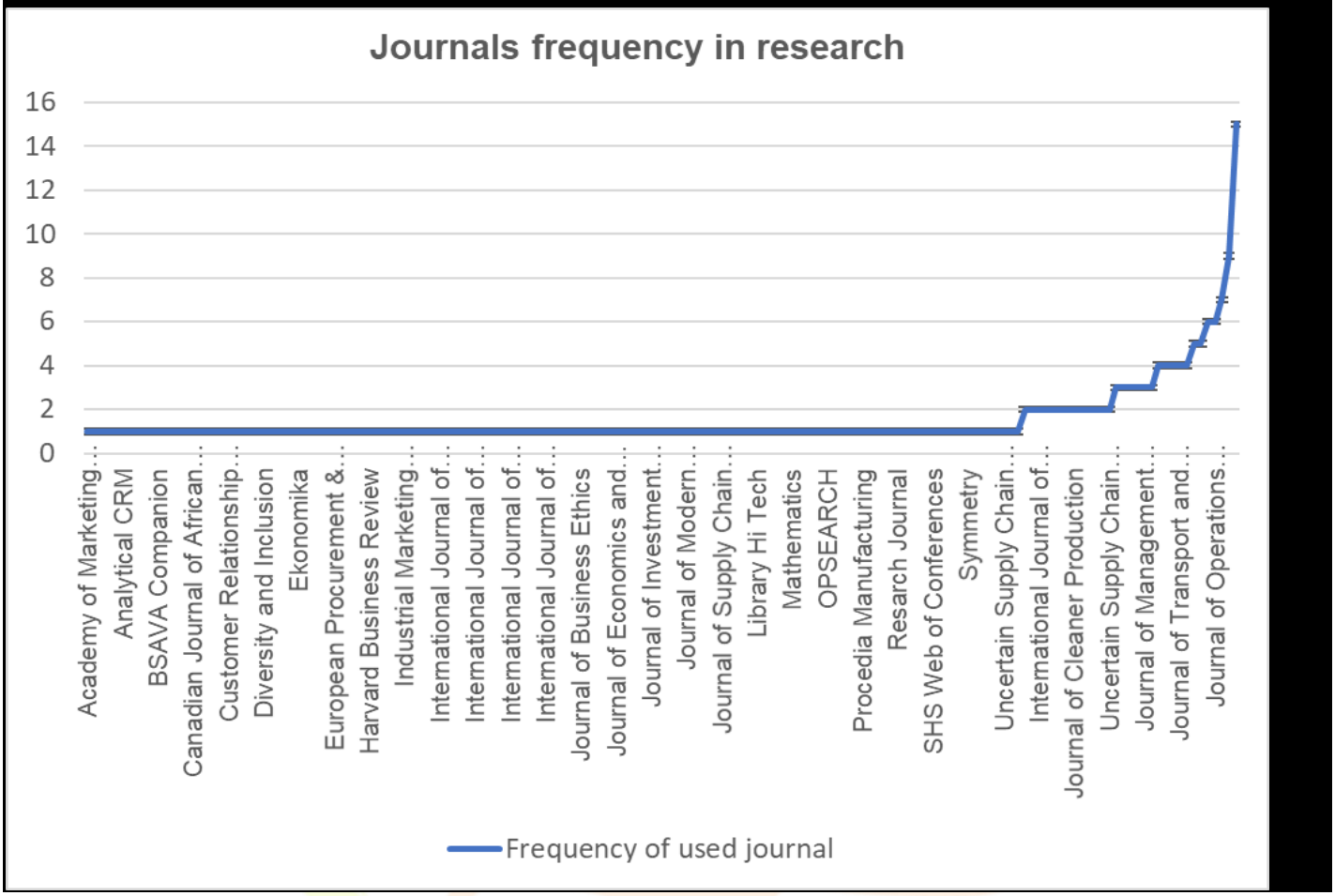
government and all other legally required entities for the provision of construction works, services and delivery-related services. Evidence shows the presence and the registration and grading of contractors who want to do business with the government. Some studies have observed an inverse correlation and ensured that managed care of the projects provided good value for asset raising and selling. Numerous studies have confirmed that the Board of Directors have all the powers to effectively achieve corporate objectives: promoting an open, competitive economy and procurement policies and strategies that dynamically affect domestic procurement policies and practices through government macro- and micro-economic policies. Management strategies to reduce maintenance work that have an impact on costs and promote technological effectiveness. A systematic review of peer-reviewed literature has shown that sourcing practices that benefit from economies of scale are encouraged. Observational studies have shown that high prevalence has been demonstrated in all areas of promoting competition as a mechanism to achieve value for money, level the playing field, promote liability and transparency in the management of civic procurement and the disposition of public assets, thereby ensuring integrity, fairness and public trust in the procurement and disposal processes.

Selection of the SCMBPS

Conceptually identical work using a similar method was suggested by Gorane and Kant (2017) when selecting SCMBPs. Several versions of this approach are available for the research branch that explain the methodology used. In previous studies, many developed the models, mainly alternative approaches suggested by Lee (2016), by combining SCM research and social science capital theory and empirically validated hypotheses with the survey method, and testing the data collected. In this respect, it can be viewed similarly to examining the relationship between operational performance and its mediating role (Al-Shboul et al., 2017), which SCMBPs clarified with a measuring instrument developed to measure performance effects. However, this research mainly concerns the implementation of the SCMBPs that could affect business performance and increase customer satisfaction in the public sector (Al-Shboul et al., 2014). In the first step, extensive literature research was considered, contemplating the representative journals to assess the state of research in SCM for Botswana.

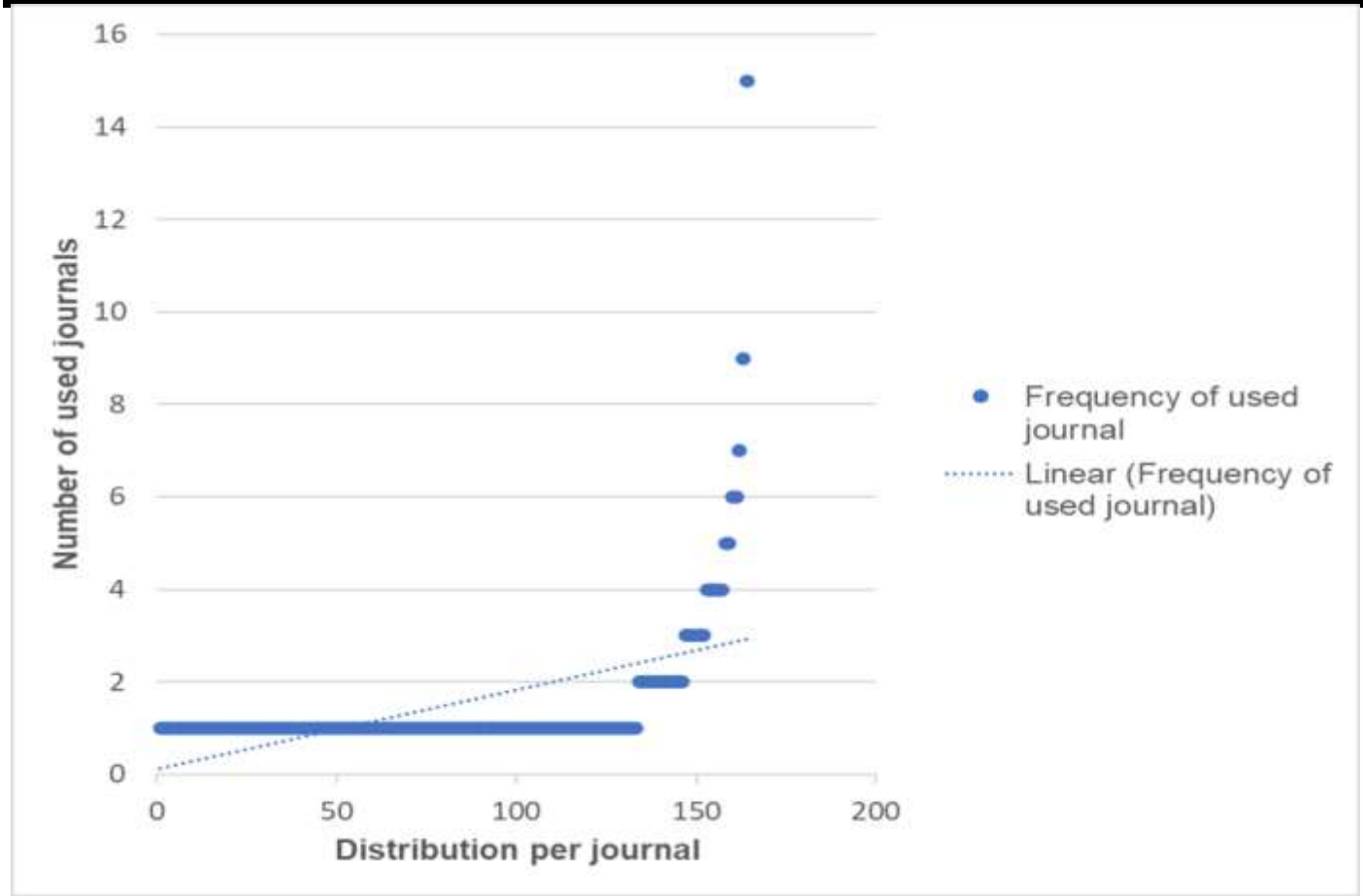
An advanced technique has been developed and used to determine the journals selected for the research, from a business point of view, to identify the study area as follows: This was carried out with an algorithm developed from Figure 2-7 that has been used in the research. Here a simple setup was used to study the behaviour of the most widely used magazines from SC management: An International Journal 7, Benchmarking: An International Journal 5, and finally Journal of Operations Management at 3. Various setup configurations were made according to the purpose of the study.

Figure *Error! No text of specified style in document.*-7: Selection of the Journals on SCMBPs



Both quantitative questionnaire-based and qualitative interview-based methods were used for the bibliography, notebooks, conference papers and all other sources of information employed in the research. A wide range of current methods is discussed with their application to Figures 2-8, showing the use frequency.

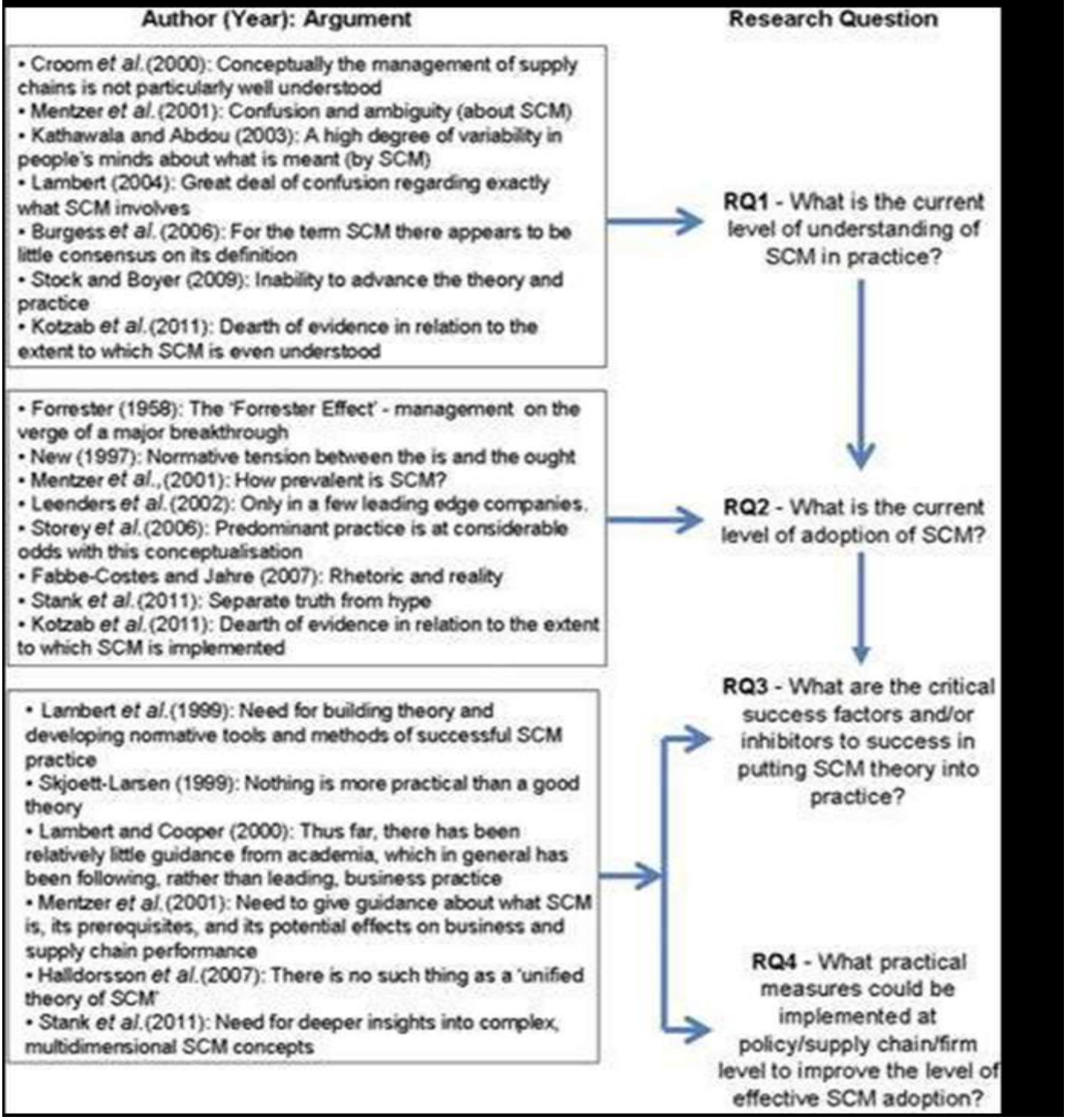
Figure *Error! No text of specified style in document.*-8: Distribution of Articles on Journals



The literature supports the development and testing of this method, and a setup was developed in which these journals were selected for the literature research with the keyword "SCMBPs", as revealed in Figure 2-8. A case-control study was conducted to quantify the risks of magazine circulation. This double-blind, randomised controlled trial was conducted based on college and industry experts' content and relevance, analysis, and opinion. Six SCMBPs were selected: customer relationships, SSRs, information exchange, information quality, internal lean supply and relocation. The method is simple and practical, and therefore suitable to better explain the phenomenon and motivations behind SCMBPs' adoption and the desired consequences. It was implemented in this aspect because of its simplicity (Sundram et al., 2016) in developing the research framework and in detailing how companies implemented SCMBP to improve performance and ultimately lead to competitive advantage. The research mode takes the form of this view but adds the secondary result of customer satisfaction. Originally conceived for scientific purposes, it has been used commercially. The framework suggests that SCMBPs, when implemented in state-owned companies directly and indirectly, influence public services through interventions to integrate the SC as an intermediary variable. The method is very popular because of its elegance and simplicity. Based on the search for solutions to this problem, there has long been a method that requires demonstration of the rigour of the investigation. These algorithms are easy to integrate into a framework; The research builds on a model based on the variation of SCP and SCCS in conjunction with the proportions of SCMBP. SCMBPs in this research and management process as well as in information systems/technology, and operational processes positively impact SC performance (Lakri et al., 2015). It could be assumed that the mediating factors – management, information technology and operational processes – are more important. As the method became more widespread in descriptive research, questions arose; the development of the investigation question is grounded in ideas from the peer-reviewed work of various authors on SCM, which are shown in Figure 2-

8. This is clear from the results so far that some strategic decisions have been made for these reasons, and many authors have advocated further research on the subject based on their research.

Figure *Error! No text of specified style in document.*-9: Reviewed Research Questions



Source (Sweeney et al., 2015)

A closer look at the literature thus reveals many gaps and shortcomings that increase the pressure on public sector organisations such as the SOEs to improve their performance. However, this topic needs further study as advances in effective key performance indicators are being made from a select set of essential services for converting financial inputs into high-quality outcomes with effective and efficient processes (Jskelinen & Lönnqvist, 2011). These reviews require studies of the early research from Gawankar

et al. (2017), who cited that SCM literature starts from the view that practical and positive business performance impacts are used to report anecdotal evidence. These organisations have adopted the SCM method to benefit the SC, and its affiliates have taken over. Other than that, this is an exception for the public sector which uses the same performance-enhancing practices and other businesses.

Davies (2011) explained the theoretical background behind the method, the problems related to the public sector, such as customer choice, and many competitors' preferences in providing valuable products and services. However, studies show that competition in the public sector improves efficiency and culminates in fairness, transparency and openness. A more efficient implementation was recently suggested by Spekle et al. (2018) who argued that customer recognition is associated with a more important choice of options than providing universal service to all citizens. The literature research shows that having a wider choice for customers helps the company build its customer base, resulting in performance improvements and customer satisfaction; in other words, documents the relationship between SCMBP and SC profitability, suggesting that SCMBP is a multi-dimensional concept referring to the suppliers, and the internal and customers parts of SC (Gawankar et al., 2017). However, studies lack talking about the relationship between practices to categorise the direct and indirect effects of SCMBP on multi-level operations (Truong et al., 2017), with a limited number of comparative studies available. According to Jskelinen and Lönnqvist (2011), comparative studies have shown that productivity is a service concept that emphasises specific service features in productivity. Public sector organisations suggest that transfers between networks or other government entities should be based on an explicit contract (Speckle et al., 2018). The concept is based upon customer satisfaction within the framework of public sectors, with the term performance appearing to be more widespread in research and practice (Jskelinen & Lönnqvist, 2011). In this context, the importance of the public sector providing services based on efficiency, effectiveness and economy is known as the provision of the 3Es. In addition, it is argued that a comprehensive and balanced performance evaluation is justified in the case of objectively assessed quality characteristics. Flynn and Flynn (2005) believed that reducing the service leads to dissatisfaction and political unpopularity, and that maintaining the level of service while reducing costs increases productivity and overall efficiency in the public sector.

Implementation level of SCMBP

The latest and most advanced theory proposed (Sayed et al., 2017) offers a new approach to similar studies to define the application level at different stages and categorise the groups into three of electronic data interchange (EDI). However, a controversial point often discussed in the literature is that SCMBP is not necessarily related to EDI, with much of the evidence coming from small and uncontrolled studies, and therefore these inconsistent studies cannot be considered conclusive. Conflicting results have been described in the literature regarding research carried out on the measurement of SCMBP and EDI to allow for the immediate exchange of information. Many of the methods currently in use may have limited reliability and validity. In line with most studies, these details are beyond the scope of this paper and refer to Galliers et al. (1995) for more information. However, as discussed in the literature, the concept postulates the exchange of information and the integration of downstream activities through customer feedback, desire to localise closer to the marketplace and expand the JIT expertise for excellence and productivity (Chow et al., 2008). When defining the level of EDI implementation (Galliers et al., 1995), it was mentioned that companies can gain more

practical experience. In general, work in this area is still in its infancy and is somewhat limited. Angeles et al. (1998) added that they should be paired with users who gain significant benefits from integrating related functions across organisational boundaries. For the same reason, integration enables other forms of electronic transactions, notwithstanding the increasing displacement of coordination (Walters, 2009). In this context (Younis & Sundarakani, 2019), the implementation of SCMBPs in the green offering in the United Arab Emirates has not received much attention. Nevertheless, the organisation has improved in implementing environmentally friendly shopping and environmental practices (Dubey et al., 2019). Many papers exist that describe the development of these attributes on the benefits of suppliers enhancing the quality of their products and shortening the product life cycle (Siddiqui et al., 2017).

There is no accepted solution to this problem in Botswana; such an attempt is not valid as the country relies primarily on imports of products and services. So far, no experimental results have been presented to substantiate this method, suggesting that it is therefore involved in determining the quality of products and services imported from such countries. Kim and Schoenherr (2018) neglected this idea by specifying the essential parameters for SC design in terms of cost efficiency and shelf-life availability. No method provides a satisfactory solution for the implementation of SCMBP, and there are similar studies on SCMBP (Durlak & DuPre, 2008) performance improvement. This has led to speculation that the above organisations will become competitive at all levels and gain a strategic advantage within established networks in the SC. In other words, Aslam et al. (2020) added that in the face of the growing importance of emerging problems and critical factors, governments need to take precautions to address them. Recent research has shown that excellent management during the implementation phases in organisations ensures good leadership and commitment to ensure success (Chow et al., 2008; Harrigan et al., 2008).

Another finding by the same authors found that the employees of an organisation with management support have confidence in the management's decision. A series of papers describes why the management's commitment is crucial for the organisation's strategic direction. Chow et al. (2008) identified implementation issues managers face when unable to address the challenges of global SC processes and their role in SC effectiveness. It is known that this might be a new strategy for many top management and senior managers who thus face these difficulties in implementing SCMBP in their organisations, resulting in poor performance. The research is inspired by similar work where Hong et al. (2010) disputed that SC integration traditionally brings together internal functions for better performance. However, as outsourcing practices have increased, companies look beyond alliances for sustainable competitive advantages (Hong et al., 2010). The literature review (Kurien & Qureshi, 2015) highlights that the successful implementation of SCMBP offers opportunities to improve business performance by considering internal processes and linking them to external operations of members throughout the SC. According to Truong et al. (2017), the introduction of SCM is widespread, but in some cases, there is still considerable overlap between SCMBP and quality management practices. Table 2-7 provides some implementation definitions to help understand the word used by various authors or scholars.

Table *Error! No text of specified style in document.*-8: Definitions of Implementation

Definition	Source
Implementation	The real use of innovation or change is in practice (Fullan & Pomfret, 1977).
	It consists of programmes geared towards its realisation (Durlak & DuPre, 2008).
	International Research Workshop et al. (2011) argued that these are critical questions and practices for organisations to adopt and evaluate the process as they progress through the stages of objectives, user involvement for planning, top management engagement, and user resistance runs through it.

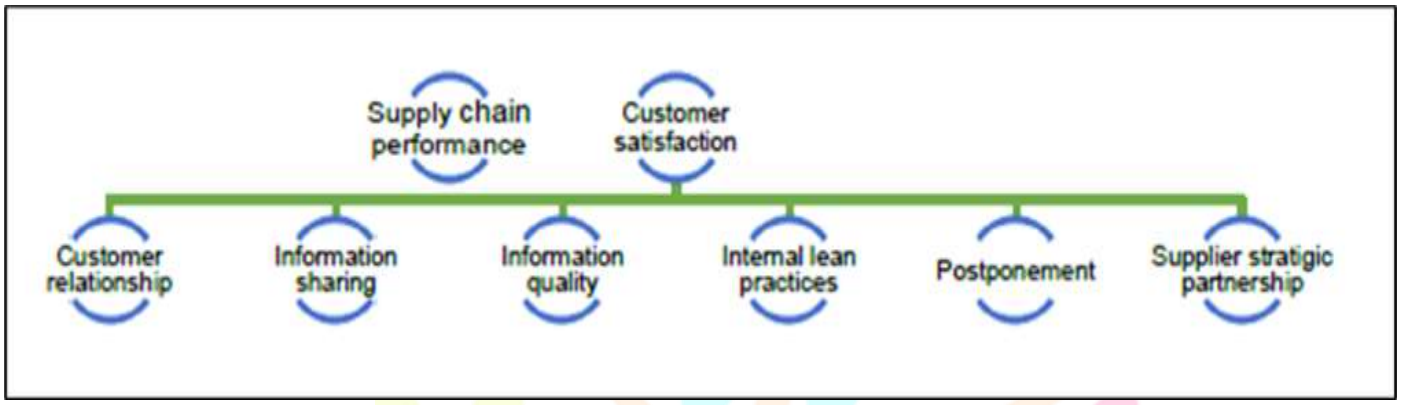
Supply chain management in Botswana

Several conclusions have observed the impact of SC management, making a crucial contribution to business performance (Hsu et al., 2008). A variety of such approaches have been presented in the literature, contrary to Msimangira (2003) who stated that Botswana has not benefited from the use of SCMBP. However, research in the area still needs to be expanded. Nevertheless, SCM's contribution to the organisation's performance has been recognised by Ambe and Badenhorst-Weiss (2012), who argued that an organisation with solid SCMBP has advantages in reaching customer satisfaction.

There is also a great amount of work in this area, considering that some organisations have recognised the importance of implementing SCMBPs but do not understand what to apply. Equally important is the lack of insight about what constitutes an all-encompassing set of SCMBP (Li et al., 2006). There is a broad interest and literature base for Botswanan organisations, with much room for improvement in SCMBPs. There is a lack of knowledge about SCMBPs, generally in all industry sectors, and the importance of SCMBPs remains a grey area that requires much research. Hence, it is necessary to identify the SCMBPs that apply to Botswana's public sector industry. In other words, to be competitive and innovative, public-sector organisations need an active network of integrative downstream and upstream relationships between departments (Danese & Romano, 2011). The comments in the assessment show that the integration system is the most critical aspect of organisations that want to achieve a competitive advantage and become more global, dynamic, and customer-centric (Gorane & Kant, 2017). It is now generally accepted that there is an increased customer demand for ranges, improved quality, greater consistency, and fast delivery. On the other hand (Li & Nagurney, 2015), Li et al. (2006) argued that the product life cycle has shortened, and the product range is increasing. They believe that technological developments are rapid which indicate an immediate need for SCM in all sectors of value creation (Li et al. 2006). There has been previous research on this technique, and Botswana is no exception, showing improvement in its value chain to its ministries. Development in this area aims to improve practices and emphasise how valuable the strategies are to business performance and customer loyalty. In short, it helps clients realise the added value they get from government departments for it being a tool that provides services to the public. Researchers have given us valuable new insights into how the US, China, France and Russia invested in technologies that help reduce waste by implementing SCMBPs (Gorane & Kant, 2017). Keeping in mind the significant advances in SCMB practices, SCMs have implemented SCMBPs in developing countries like India, South Africa and other sub-Saharan countries. Many of the early studies centred around public sector organisations in Botswana show that they can increase their competitiveness by increasing workplace productivity and meeting customers' changing needs.

In the research developed from the survey (Sundram et al., 2016), several attempts have been made to identify SCMBPs that describe the model and its hypotheses, suggesting that organisations' implementation have been a significant success. An illustration of the six SCMBPs is shown in Figure 2-9 below. Several researchers have examined whether companies are implementing SCMBPs to gain a competitive advantage by focussing on their organisational skills and processes. However, customers have become more global (Gorane & Kant, 2017) and demand quality, reliability and better lead times, thereby becoming more difficult to meet due to the diverse relationships in SC integration.

Figure *Error! No text of specified style in document.*-10: Multiple Relations in Supply Chain Integration



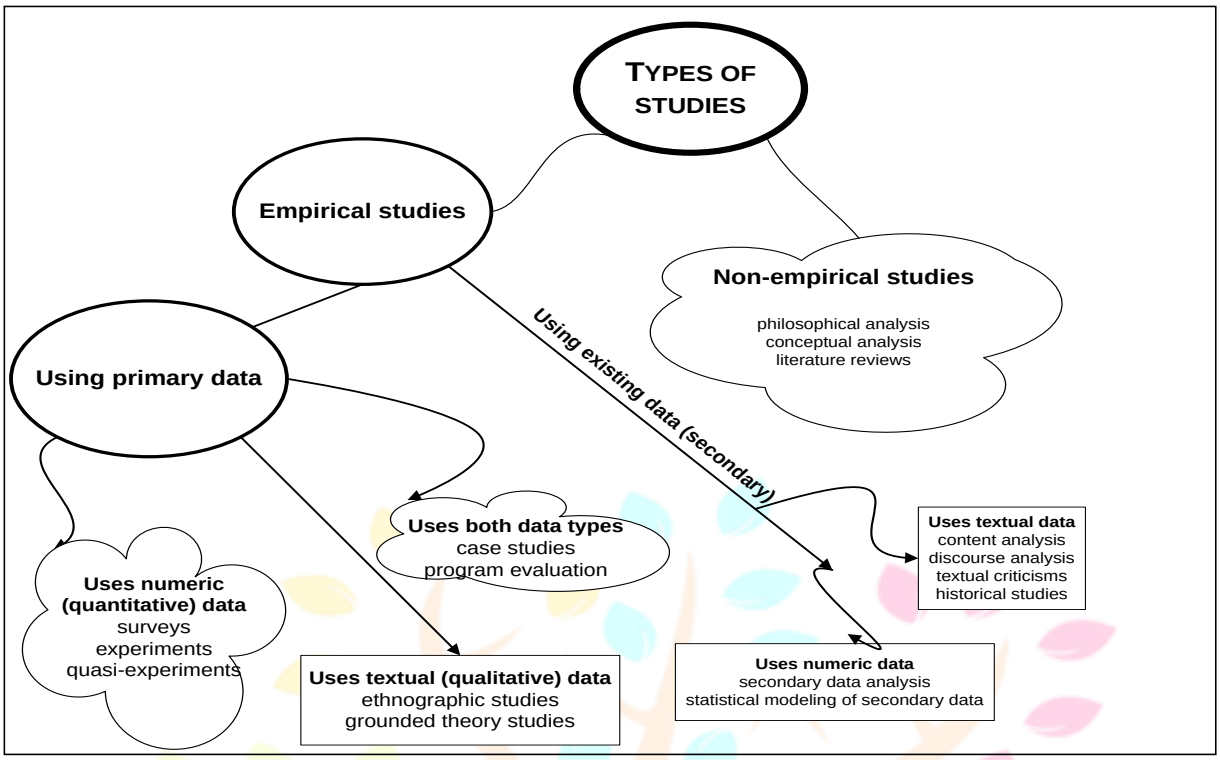
Source: (Gorane & Kant, 2017)

Description of the Research Request Strategy

The investigation strategy for this research is based on exploratory/evaluative research: the implementation (process). This research strategy aims to estimate the level of the execution of SCMBPs in the SOEs for their procedures. While the target group covered ranged from upper management to lower management (Harachi et al., 1999), the process evaluation examined whether there have been any further changes in adopting and implementing target practices. On the contrary, the examined implementation stages of SCMBP took into account how effectively and efficiently they contributed to the growth and profitability of the organisation (Schoenherr & Tummala, 2008). Researching with this exploratory strategy offers valuable advantages; Soares et al. (2021) indicated that the research approach monitors programme and performance measurement. Aslam et al. (2020) postulated that the research strategy measures the implementation of SCMBPs as a contribution to the performance or non-performance of Botswanan public services. To achieve this (Kurien & Qureshi, 2015), staff need to learn about the benefits of performing the exercise and measuring instruments. The classification of survey strategies illustrates research designs built along three dimensions and broken down into survey strategies in terms of the degree of control of the research over the manipulation of variables; Figure 2-11 illustrates the framework. The lack of similar or relevant research (Msimangira, 2003) in SCMBPs consequently affects the implementation of an appropriate design of a specific nature in the Botswanan context.

A major limitation of this research is that it mainly focusses on a single sector of the public industry (Jabbour et al., 2011), covering only one country, which prompts the need for further research on different end industries and possibly the specific conditions in other considered nations. The performance of the SC must then be evaluated in every aspect in all sectors of the government to encourage optimisation of the resources (Sundram et al., 2016) along the SC channels for the delivery of products and services that satisfy the customers' requirements (Figure 2-11).

Figure *Error! No text of specified style in document.*-11: Classification of Inquiry Strategies



Source: Talib et al. (2011)

The process assessment for this study collected information on the level of SCMBP in the selected industries that are considered participants. The level of exposure was also addressed, and the extent to which classroom practices are part of the operation in organisations with both conditions was assessed. The various data collection methods, which are divided into studies for implementation evaluation, provide for the use of all available observation modes: structured and less structured and the analysis of the existing sources. For the same reason, Hofstede (2011) has repeated that the evaluation research strategy has some advantages. There is no distortion of the results on the level of success of the implementation, neither in the evaluation of the practice nor in the process evaluation. Dlamini and Ambe (2012) believed the approach allows researchers to use questionnaires, targeted group interviews, annual reports, and any information that contributes to the degree of implementation of SCMBP. However, there should be clear criteria for defining the constructs and concepts to be measured using the dependent and independent variables (Schoenherr & Tummala, 2008).

The research is designed to assess whether the level of implementation of SCMBP as an intervention was well-conceptualised and adequately implemented in the SOEs. The resource-based view (RBV) is an organisation's ability to distribute information, goals, visions, and risks to enable business harmonisation and unification practices that are valuable in the using of resources (Sundram et al., 2016).

Hypotheses development

The present research intends to test the theory that SCMBP are achievements made by an organisation to realise its global SC operations (Li et al., 2005). Therefore, it can be assumed that a selection of SCMBPs, as shown in Figure 2-12 below, have been identified in this study, due to some documented work on SC approaches (Cherikh et al., 2018), examining the financial strategies that contribute to business performance and ignoring other practices that contribute to overall performance.

Figure *Error! No text of specified style in document.*-12: SCMBPs Research Selection

The following hypothesis was derived from the six SCMBP for this study to test this theory.

H1: SSRP does not keep all members updated during implementation

H2: CRMP have no significant impact on achieving customer satisfaction

H3: The practice of exchanging information has no significant impact on the company's success since all changes are updated along the SC

H4: The quality of information does not contribute significantly to building trust between the partners in the SC

H5: Internal lean practices do not make a significant contribution to the achievement of goals shared between customers and the public sector

H6: Postponement practices do not significantly contribute to waste reduction and cost savings in the public sector

Best Practices for Supply Chain Implementation

The definition of SCM (Gorane & Kant, 2017; Mukhamedjanova, 2020) is techniques and strategies for successfully integrating all business areas, including suppliers and customers, to improve business performance. These authors do not differ or have similarities in their approach to SCMBPs. Rather, they recognise the importance of SCMBPs in improving performance and that aligning with their SCM partners in a dyadic relationship is necessary to remain competitive (Cook et al., 2011). The complexity in this context will continue to grow. Still, companies must continue to comprehend the multifaceted issues (Mutuerandu & Iravo, 2014) coupled with synchronised development and delivery actions among the participants in their supply networks. Further interesting is the application of different best efforts by organisations at different points in the SC, which creates an important problem to address in trying to determine whether broadly recommended methods are equally relevant throughout the SC (Cook et al., 2011). At this stage, reviewing the effectiveness of the SCMBPs involves examining whether their application is urgent in their environment within the SC. In Botswana, it is very important to research these SCMBPs and determine their contribution to positive customer satisfaction.

Research is the motive behind the work presented here to develop (Sundram et al., 2016) a framework that proposes the implementation of SCP to affect SC performance directly and indirectly; these facts also justify the development. This view focusses on the fact that any change in the SCMBP is associated with a variation in the SCMBP dimensions. This provides an opportunity to explore a new and relatively unexplored area of this research. The identified SCMBPs integrate the core business methods from consumers with unique providers to offer buyers' value-added goods, amenities and opinions through implementation (Hamister, 2012).

To address this previously neglected phenomenon, a new approach is presented in which the participation paradigm applies multiple management practices to improve performance and customer satisfaction at all levels of the SC (Hamister, 2012; Sundram et al., 2016; Mukhamedjanova, 2020). The main focus is on SCMBPs, as the primary capabilities of the organisation presents an opportunity to expand this little-explored area. Research on SCMBPs support the new theory, for there has been a great deal of confusion among SC researchers over the past few decades. One of the motivations behind this lies in the importance of a benefit that results from efficient implementation (Jabbour et al., 2011) of SCMBPs that create added value and increase customer satisfaction (Hamister, 2012; Mukhamedjanova, 2020). Equally important, the work presented in this investigation is motivated by the fact that this research makes two of the following contributions:

1. The focus of the model is on depicting the importance of SCMBPs implementation in the public sector economy
2. One of the main objectives of the evaluations is to define improvement criteria for achieving customer service and organisational performance using SCMBPs implementation in the public sector

In addition, according to Ding et al. (2014), close customer relationships improve customer satisfaction and loyalty. In attempting to quantify these effects, the apparent facts justify developing the practices in the same context. SC partners achieve more results than when they are fragmented. Despite all these measures (Gorane & Kant, 2017), we posit some shortcomings in suppliers who do not know what practice they need to implement.

This is a deterrent for companies towards achieving financial terms or business growth goals. Still, the SCMBPs serve no purpose without understanding of the relevant stakeholders from the broader perspective of the SC network. In more modern research, consideration has shifted to observation at the service SC point to reinforce the comparative importance of environmental movements surrounded by SC (Cook et al., 2011). The present study can be used as a pilot project for future projects (see Figure 2-12).

Figure 2 12: Customer Satisfaction Practices

Source: Lopes de Sousa Jabbour et al. (2011)

The authors address an essential aspect that will help other economic sectors such as the third and public sectors, whose mission is to provide services at little to no cost. International research workshop et al. (2011) pointed to the lack of a balanced opinion regarding SCMBP with the subsequent weakness of the tested operational measure of the concept, which prevented previous limited studies from offering clear and generalised implications for conducting further research. For the same reason, studies suggest a larger scope to determine their impact on organisational performance, especially when considering their degree of implementation in organisations (Caniato et al., 2010). They broadened the theoretical insight into SC-related challenges and have highlighted the need for better field interactions to properly explore beyond some knowledge-building studies (Cook et al., 2011).

In addition, to understand the history and consequences of SCMBPs, a contrast must be identified through literature research that will help build a research model that illustrates the causal relationship between these constructs (Gawankar et al., 2017). This project aims to expand a paradigm for investigation by exploring the identified SCMBPs; a holistic view and assessment can contribute to significant scientific knowledge in implementing SCMBPs in Botswana. Hence, this work is of vital importance in this research area. Global markets are evolving, and SCM managers face major new challenges due to ineffective traditional approaches to SCM, many of which are not (Flynn & Flynn, 2005) and overall, extremely concerning.

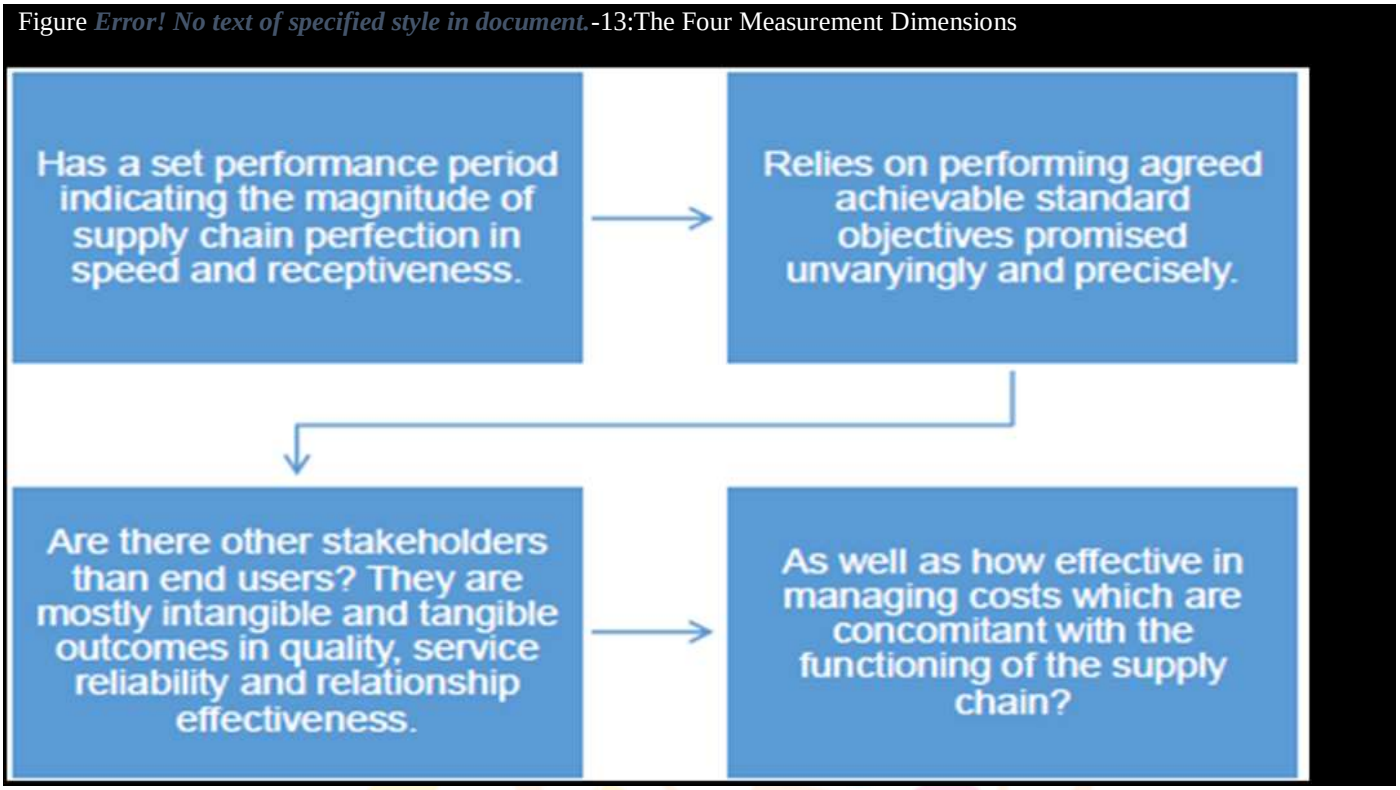
A general introduction is given to motivate the work in this research. The expectation is that a supply chain manager will understand the latest strategies gained through experience, skills, knowledge and educational learning coupled with knowledge gained in seminars or workshops on new emerging trends. In particular, this will enable them to identify relevant initiatives and validate SCMBP to build strategic reporting, definition and implementation (Jabbour et al., 2011) for trading partner management. It explains the dual function of SCM to improve individual performance in the organisation and the entire SC (Li et al., 2006; Sun et al., 2009). A generic method was developed to solve various problems. The SCMBP describes normal activities in an organisation that contribute to the balanced authority of its SC (Dlamini & Ambe, 2012; Li et al., 2006). Gorane and Kant (2017) postulated that SCM combines art and science to improve a company's products and services for customers.

However, these results suggest that the authors identified with the definitions and used strategies or practices to generate value and customer confidence in all sectors of the economy. According to Donlon (as cited in Li et al., 2006; Jabbour et al., 2011), the latest evidence supports the perspective that these ideas are far from new. In this research, an innovative approach is proposed to determine the evolution of SCMBP, including supplier partnership, outsourcing, continuous process flow, circular time compression and information exchange technology. Gorane and Kant (2017) argued that the scope of SCM goes beyond this and includes integration and a solid understanding of integration, the level of investment in SC staff, the level of dependency between partners, and the level of product saleability.

This method extends previous work with its unique consideration of the research function (Gorla et al., 2010). Mukhamedjanova (2020) formulated the SCMBP as an approach that uses incorporation and supply and demand and correlations to the invalid practical value of gratified users for consumer money. Hence, the definitions of SCMBP lend it a broad meaning, which can include activities such as the organisation's primary and support services that are coherently brought together to effectively manage business performance (Ding et al., 2014). The SCMBP is well-defined as a series of events that an organisation undertakes to stimulate the effectiveness of the SC in its operations (Gorla et al., 2010; Li et al., 2005; Li et al., 2006; Sun et al., 2009). This work expands and generalises this concept of management philosophy to show that SCM strives to integrate a network of upstream and downstream connections when performing specific processes and activities to create a price-performance ratio from the customer's point of view (Agrawal et al., 2014). Ambe and Maleka (2016) described SCM as the systemic way of handling all the information, material and service flow from the distribution centres of the supplier industry to the end-consumer.

According to Alvarado and Kotzab (2001), SCM integrates business processes between channel members to achieve better performance for the entire SC channel system. Companies, therefore, compete for competitive advantage and strive to achieve organisational performance through the performance of the SC. Robbet al. (2008) believed it deals with material, financial, and information flows from raw material suppliers to end-users that are widely recognised as critical contributors to business performance, with practices closely monitored by practitioners and academics. While these ideas are fascinating, does anyone anywhere manage an entire SC in the real world? Maybe there are such people or companies, but it is hard to think of one. These studies ensure a better appreciation of how SC works in terms of how the SC meets its end-users' expectations. In order to address this previously not considered phenomenon, a new approach is presented in which the method described by Chen et al. (2004) is employed for its usefulness and suitability for how solidly these two goals can be achieved in all four dimensions. A deeper understanding of this concept is required for the four sizes, as presented in Figure 2-13.

Figure *Error! No text of specified style in document.*-13:The Four Measurement Dimensions



Source: Chen et al. (2004)

Liet al. (2005) found that SCMBP is a collection of programmes needed to maintain the organisation's effectiveness in managing its SC, regardless of the underlying theoretical dimension of SCMBP for performance outcome, namely delivery performance and market engagement. This view is generally accepted in the literature, from which one can conclude that an organisation bears SCMBP for the effectiveness of its SC (Kumar & Kushwaha, 2018). Ambe and Maleka (2016) summed up these definitions by claiming that SCM is a prudent part of the strength of organisational financial management in creating value at any stage of the value chain for businesses, generating profits and continuously meeting shareholder expectations. The definitions of SCM suggest that various studies assume the meaning of SCM based on their level of understanding. Many results have contradicted this notion and forced a re-evaluation of this widespread belief, and they do not define the implementation aspect of SCM in organisations. Consequently, this has led to speculation, such that observing relevant initiatives to identify and validate SCMBPs is still debated. Some studies suggest that implementation is lacking in most organisations as there is no precedent for creating indicators, and there are no paradigms for adoption (Jabbour et al., 2011). A study conducted by Chow et al. (2008) highlighted the issues managers face in implementing it and the skills required to operate a global SC, suggesting that the managers need to understand the implementation challenges alongside their role for SC effectiveness.

Corporate culture

Many studies have also shown that corporate culture is the beliefs, values, and behaviours of all members of the organisation that help the organisation perform and maintain customer confidence in its integrity (Molenaar et al., 2009). Such feelings are contained in the fact of the corporate culture as it relates to the core values of the organisation, which influence people's behaviour in different areas (Flamholtz, 2001). Kumar et al. (2020) identified culture as a determinant of practices within an organisation. These research practices identified SCM as a critical success factor (Alomari, 2021; Azad, 2012; Kumar et al., 2015; Tummala et al., 2006).

According to Eccles et al. (2011), an effective cultural sustainability policy forges the values and beliefs that explicitly underscore the organisation's mission towards achieving its goals.

Molenaar et al. (2009) proved that corporate safety culture had an integral influence on building safety performance in their research. In short, Eccles et al. (2011) and Molenaar et al. (2009) postulated the importance of guidelines that reflect the underlying corporate culture. Sustainability and environmentally friendly and social implementation, in monetary terms as well, are the most important features of the company's performance. Equally important, Jalalvand et al.'s (2011) study results showed that there is the possibility of measuring and comparing the cultural characteristics of organisations and their effects on company performance across national borders.

To illustrate this, Flamholtz (2001) postulated that many successful organisations such as the Starbucks Coffee Company attribute their success to effective cultural management. As a result, Eccles et al. (2011) concluded that companies with a sustainable culture are more proactive, integral, and accountable when interacting with stakeholders. Consequently, many researchers (Eccles et al., 2011; Flamholtz, 2001; Jalalvand et al., 2011; Molenaar et al., 2009) believe that progressive organisations have a strong culture that recognises employee participation at all levels. However, SOES remains proven to achieve customer satisfaction in light of its activities. A systematic review of peer-reviewed literature has shown that the implementation of SCMBP was tested to provide strategic insights into the organisation. It is clear from the literature research that a corporate reputation has emerged within the corporate culture that deals with the improvement of interest groups, value-adding, investor trust and customer loyalty (Kumar et al., 2015; Seifi & Crowther, 2018). It was pointed out some time ago (Flamholtz, 2001; Molenaar et al., 2009), culture is an asset of the organisation that is critical to business success, and that the cultural fit between organisations would be a good topic when working on SCM (Setino & Ambe, 2016).

Customer Relationship Management Practice

There is extensive literature on the comprehensive strategy of CRM, acquisition, retention and partnership with selected customers (Sheth & Parvatiyar, 2002). In addition, the added value for an organisation and its customers through the integration of push strategies to achieve more efficiency and effectiveness in providing customer benefits (Rexhausen et al., 2012) has also been researched. There is also much work in this area, as material management builds relationships with raw material suppliers. Indeed, the lack of this link can reduce the availability of procurement knowledge and the ineffective value that companies draw from their SC (Agrawal et al., 2014). Kumar et al. (2020), Narayanan et al. (2019), Singh et al. (2019), and Kumar and Reinartz (2016) believed that a better understanding of customer management orientation could come from realising how activities affect customer relationships.

Gawankar et al. (2017) suggested that learning from customer feedback and changing expectations helps organisations develop new products and processes. Schoenherr (2015) stated that feedback helps you maintain excellent customer relationships and represents the right dimension of the SCMBP. Of course, organisations need to consider the corporate culture associated with the various SC members (Molenaar et al., 2009). This involves adhering to a resource-based theory (Okongwu et al., 2015) that the accumulation of resources from the partnership can be a competitive advantage for both organisations. This assumption is correct for the same reason: both organisations bring different values, scarcity, technology systems, culture, and competencies into the relationship.

Therefore, it creates added value for CRM based on this close relationship, which in turn can implement their unique coordinated measures to gain a competitive advantage over others.

Information Sharing Practices

A recent systematic review of information communication technology mainly defines it as the technology or system for solving common problems that electronically coordinate or integrate information flows in all directions, across the networks of commercial cohorts and consumers (Gorane & Kant, 2017). This context creates valuable and more efficient business transactions, faster access to information, and increased efficiency with time saving in the workplace (Gorane & Kant, 2017). This review found that there are many approaches to the information exchange paradigm.

A systematic review and meta-analysis found a strong and significant association between the well-known principle for achieving a high volume of alliances and behaviour, claiming that SC partners willingly disseminate operational information that helps them plan strategies together (Ding et al., 2014). A comparative review of some of the most widely used methods (Fernando et al., 2020) claims that information sharing has become a critical element of the organisation. Data sharing between SC partners is a priority area of SC management research, mainly due to a well-coordinated system (Cook et al., 2011) that informs stakeholders about what is going on inside and outside the organisation. Technology matching refers to how registered critical information is passed between SC affiliates to the area that informs them of what is on offer in the markets (Li et al., 2006). As a variant of Hamister' (2012) previous work, this mindset introduces non-public information along the SC, meaning that this information is only intended for the company.

A more efficient implementation was suggested relatively recently by looking at the conceptualised exchange of information, originating from the organisation winning competitions. Chong et al. (2011) argued that the exchange of information with (= 0.79) has the greatest influence on organisational and innovation performance, which suggests that it has a central role as SCMBP. Regardless of the research perspective, Cook et al. (2011) stated that integration plays a crucial variable between customers and suppliers; therefore, their higher level is usually associated with better business performance and customer satisfaction (Table 2-8).

Table ***Error! No text of specified style in document.***-9: Customer-Supplier Deviation on Satisfaction

Author	Discussion
Monczka et al. (1998)	The present data is mainly shared with the partner in the SC. Level of data shared sets which critical and proprietary information
Limayem and Cheung (2008)	Some studies suggest that the Internet of Things is having a positive impact on the manufacturing movement, as the sharing of data capacity can cause products to flow through value streams
(Duong et al., 2019; Frohlich & Westbrook, 2001; Li & Lin, 2006; Olhager & Prajogo, 2012; Prajogo & Olhager, 2012; Sheu et al., 2006)	The structured data has a significant impact on the work done
(Olhager & Prajogo, 2012; Prajogo & Olhager, 2012)	It has been observed that both information technology skills and data sharing have a major impact on logistical inclusion
Frohlich and Westbrook (2001)	The data underwent additional processing to obtain a modelled SC integration of data using eight IT relevant items. A broader field of integration, positively related to the implementation of information management
Sheu et al. (2006)	There are many classifications in the scientific and commercial communities trying to improve content where IT skills and shortcomings are addressed

Table *Error! No text of specified style in document.*-9: Customer-Supplier Deviation on Satisfaction

Author	Discussion
Zhou and Benton (2007)	It was also found that data sharing has a viable impact on SC procedures, planning, architecture and delivery and has a major impact on compliance

Source: Ding et al. (2014)

For this reason, despite the abundance of literature in this area, there is a lack of research on SCMBPs that are essential for the SOEs as a success factor in their work in the SC. The global SC introduces a new dimension (Sundram et al., 2016) that exceeds global customer expectations through the lowest strategic cost and product orientation. These are the only examples published in the literature so far. As learned from the discussion above, most SC experts contend with the relevance of this SC practice in various industries. Therefore, exchanging information makes it a trailblazer for gaining partners' trust throughout the SC. In any case, less has been done to validate these approaches; a lean SC paradigm (Singh et al., 2019) reduces variation and allows information and materials to flow in both directions.

Most recent evidence supports this expert opinion (Gawankar et al., 2017), indicating that the exchange of knowledge between partners depends on the completeness of submitted data. The results corroborate this fact that the link between information exchange and performance in the SC has resulted in a transaction cost theory that provides a theoretical framework that highlights the importance of an active role of information exchange in reducing asymmetry, uncertainty and opportunistic risk behaviour (Okongwu et al., 2015). In this context, a striking exchange of information within the network is a critical variable that benefits the dyad and appears dyadic in the complexity of the SC members.

Postponement practices

Evidence suggests these SCMBPs are as diverse as the discipline they come from, and the customer they serve (Boone et al., 2007). The overwhelming evidence has found that shifts can significantly improve the SC, but they have gone unnoticed by practitioners. In fact, clear, strong, and well-documented evidence supports the concept that SCMBP is an area that has not engrossed much research, and future research will reveal even more exciting benefits (Singh et al., 2019). Nonetheless, most research has focussed on avoiding waste by delay to maximise profit by reducing costs. Hong et al. (2008) defined postponement as a marketing concept or a strategy involving product differentiation for as late as possible in terms of shape, identity and storage location. However, this definition underscores that it is possible to delay production from the start and allow products to be customised. In any case, this is generally accepted in the literature, from which we can conclude that this is the acceptance of ready-made offer customisation.

Convincing data from randomised studies have shown that when a production is producing a certain phase (work in progress) for all customers to move the order forward and complete production, the idea is to minimise as much waste as possible, thereby reducing the amount of waste to meet customer demand to be considered in the further development of operations or activities, mainly used in the manufacturing industry (Gawankar et al., 2017). Case reports of other types of procrastination have also been observed, and these have been further clarified to understand the richness and complexity of the concept of delay, such as the use of contract manufacturing in manufacturing (Hong et al., 2008). Another multinational case-control study found different

classifications or types of procrastination in the literature. Based on the works cited, the following Table 2-9 illustrates these different types.

Table *Error! No text of specified style in document.*-10: Classification of Postponement Practices

Author	Description
Qrunfleh and Tarafdar (2013)	Time shift, location shift, manufacturing/shapeshifting
Sang Woo Lee (2016)	Full postponement, logistics postponement, and forms postponement
Lambert et al. (1998)	Total speculation, postponement of logistics, postponement of production and total postponement
Hong et al. (2008)	Delayed product and delayed process
Talib et al. (2011)	Delayed labelling, delayed packaging, delayed assembly, delayed manufacturing, and delayed time
Halley et al. (2010)	Postponement tools in the value chain
Li et al. (2007)	Manufacturing systems using modern technology
Chow et al. (2008)	Product development, postponement, postponing purchasing, postponing production and postponing logistics.

Sources: Jabbour et al. (2011); Soares et al. (2021)

In summary, the work in this area is ongoing and diverse (Hong et al., 2008). It was found that postponement is used at the company level and in aftermarket and product availability studies. Additionally, it is critical to understand delays and help researchers focus on the identified SCMBP implementation at SOEs. However, challenges have been identified (Boone et al., 2007). A work describing the development of deferred growth reflects the increase in demand for customised products, creating new SC structures with delayed time or product delay differentiation until the customer places an order. The importance of this topic has been widely emphasised and described in Table 2-10.

Table *Error! No text of specified style in document.*-11: Challenges and Mitigations for Postponement

Challenges	Mitigations for Postponement
Postponement as a supply chain concept	Significant progress in addressing the challenge of extending the postponement concept to more important parts of the supply chain. The idea of procrastination extends from product design to beyond the time the consumer receives the product. Further research should fully examine these new procrastination strategies and their combination
Integrating related supply chain concepts	Displacement research has made some connections with outsourcing and leveraging 3PL providers. Further research should seek to establish other supply chain strategies and initiatives such as VMI, ECR, JIT and Lean
Postponement in the globalizing supply chain	Research has examined the shift in more countries; However, studies that span several countries are missing. Further research should address these needs by designing and conducting studies on displacements that cross national and cultural boundaries
Postponement in customised supply chain	Several typologies related to supply chain delay have been suggested in the literature. Some of these go beyond the manufacturing context. Further research in this direction should continue on other aspects of the supply chain, such as upstream activities
Methodological upgrading of postponement	Research methodology has shifted to more quantitative methods. Although there are no multiple method studies, the belief is that methodological diversity is an encouraging sign. Besides various forms, views that further efforts should use more experimental methods

Source: Boone et al. (2007)

Strategic supplier relationship practices

Companies can increase their competitiveness and build collaborative skills within their SCs to achieve better performance (Ageron et al., 2013). As discussed in the literature, the strategic supplier partnership enables organisations to achieve their company

statement holistically and efficiently. Most of the recent work in this direction concerns SCMBP, and how organisations can direct their activities to take advantage of the scarce resources available. Li et al. (2005) defined a strategic provider partnership as a lasting relationship between an organisation and its providers. Contrary to the strategic provider collaboration definitions, other research states a similar idea of strategic provider partnership but create value in the relationship. Work in this area is ongoing and diverse. SSR is disciplined working with cross-functional teams to maximise value in the SC.

Studies have shown that improving research has similar assumptions in meaning, leading to similarities in their approach. However, Jskelinen and Heikkil (2019) considered some commonalities on the provider and supplier paths that are performed in different environments. In contrast to the above statement Singh et al.'s (2019) research stated that current environmental issues and traditional economic factors should be considered and emphasise a limited focus on supplier relationship management (Dubey et al., 2019). More recently, it has been shown that decisions are fundamental to integrating businesses into the SC (Hamister, 2012) to acquire complementary skills to improve business performance, due to the emergence of leading-edge SC strategies worldwide (Qrunfleh & Tarafdar, 2013). Consistent SCM shifts the focus of the rivalry from a commercial versus industrial model to an SC versus SC paradigm. A body of evidence suggests that if companies fail to take this model into account, they will inevitably find themselves in isolation and fail to satisfy their customers (Hacklin & Wallnfer, 2012). Available evidence shows that partners complete the SC, but it is more difficult to measure their qualitative nature, including delicate aspects such as dependency, trust, satisfaction and reputation (Gawankar et al., 2017). Previous studies have discussed whether the quality of the partnership based on these qualitative measurements is essential, which makes the SCMBP a significant success factor in the research on SOEs.

There are increasing demands for a supplier partnership to build a closer and cooperative relationship, as is common in demand chain management. Customers have built a long-term relationship between members by developing measures to improve the quality of interaction (Okongwu et al., 2015). The existing literature urgently needs to address this issue that long-term relationships are being developed to leverage employees' strategic and operational skills and encourage interdependence (Gawankar et al., 2017). Most organisations depend on the strategic relationship with their business partners to achieve their corporate goals with lean resources. Finally, the flexibility of the SC offers the possibility of receiving services and products (Soon & Udin, 2011) as sources of supply from different locations by coordinating information networks and customer relationships.

Information quality practices

Recent work (Correlation of Variables in SPSS, 2015) has extended the techniques by viewing that information exchange is crucial throughout the SC. However, a significant impact on SC performance always depends on sharing high-quality information (Lakri et al., 2015). The scientific literature shows that the consequences of malfunctions for inaccurate or delayed information can lead to adverse operational ineffectiveness (Ding et al., 2014). Therefore, these questions remain a challenge beyond the scope of this work, which is the argument that information quality and sharing depend on each other (Myrelid & Jonsson, 2019).

To summarise this section, it has been shown that trust and commitment and a shared vision are essential in determining information exchange and value in SC supervision. The reader is referred to the positions for more information on the quality of the partnership, which depends on the value of the evidence (Gawankar et al., 2017). There are different research concepts on information quality (Hong et al., 2008; Lillrank, 2003), and this process is defined in more detail in the analysis part. The focus is not on developing

generic techniques but on many specific techniques that follow a line of investigation that assumes that information is critical for companies to make an informed decision about their day-to-day operations (Hasan, 2013). The main aim was examined and the detailed consideration of other research contents related to information quality are highlighted in Table 2-11.

Table *Error! No text of specified style in document.*-12: Information Quality

Ruževičius (2005); Talib et al. (2011)	The literature suggests that data quality is an ambiguous term for which there is no single definition
Ruževičius (2005)	Information features and dimensions to exceed dispatchers' expectations
Hartono et al. (2010)	Generally, recognizes that information quality is critical to the success of any business
Gorla et al. (2010)	Companies have learned to react to their internal processes. Hence, IT quality is critical for businesses to take advantage of improved decision making, potential future business avenues, identify profitable projects, and provide accurate and timely information.
Davis (2010)	However, to contribute to the performance of a company, structured data supports decision-making into business processes, the outcome of which adds value to the firm

Source: Popovic and Habjan (2012)

To address this previously neglected phenomenon, a new approach is presented. However, as noted in the claims above, today's changing needs and demands of customers give rise to poor quality problems leading to unproductive work, overload, and ultimately wrong instructions or delayed decisions, leading to a low level of quality (Hasan, 2013). Despite these challenges and issues, quality remains a critical factor in enterprise industry-leading competitive benefit (Angeles et al., 1998). There are acceptable mixed solutions to this challenge, and there is little scientific research on information quality; however, this is a problem that remains largely unsolved and is not the purpose of this investigation. There is a strong need for a novel approach, particularly communication, to improve perceived benefits and create a sense of information quality.

Internal lean practices

More recent data show that the concept of the term lean applies to systems that use fewer inputs to generate outputs, as they are produced with more resources but usually offer more customer choice of products (Juan Ding et al., 2014). The results confirm that lean in SCM has to do with fewer resources, and simultaneously attention to cost reduction is rewarded by avoiding waste. The similarities in the results suggest that the concept is better suited to lowering prices and doing more with fewer resources.

There is also much work in this area, considering that leanness is an area of concentration and an accessible research concept (Singh et al., 2019) to pursue business continuity. Lean operating practices dominate in reducing costs, and efficiency is one of their primary goals. This practice has been much researched in the literature in public institutions such as the SOEs; this SC training is one of the pillars that makes the government a state that is accountable to the public. Various studies have been done in the last decade to confirm this. The effectiveness of leanness systems requires a highly complex and minimised SC that ensures cost outlay and closer constructive collaboration with suppliers in an efficient SC process (Singh et al., 2019).

Several authors have developed more sophisticated methodologies that focus on strategic choices for lean strategy in SC. Two methods have been used in the past to link lean and supplier partnership, which is achieved by accessing partners' resources along with the SC (Ding et al., 2014; Qrunfleh & Tarafdar, 2013). Different authors have given their definitions of lean (see Table 2-11) to provide various perspectives.

For this research, several studies have looked at the effectiveness of the above SCMBPs. As a practical matter, these practices are routine in that the organisation has excellent resources at its disposal in implementing its SC strategies, and therefore chooses to plan and formulate strategies accordingly (Qrunfleh & Tarafdar, 2013). The focus is on recent work in this area in each organisation that has adopted and implemented their SCMBPs and have benefited from achieving excellence and customer service over the long-term. However, the complicated relationship between SCMBPs and organisational performance in business strategy points to different cases. According to Qrunfleh and Tarafdar (2013) and Tan (2002), these practices support SC strategy implementation. In this regard, the literature on SCMBPs shows many gaps that are being filled to expand the knowledge in this area (Table 2-12).

Table ***Error! No text of specified style in document.***-13: Lean Definitions

Gawankar et al. (2017); Qrunfleh and Tarafdar (2013)	The Lean SC strategy requires a focused organisation to articulate the strategic decision to prioritize reducing their costs and therefore requires an ongoing relationship within their suppliers' organisation to improve the execution of such a program
Bell (2006); Burgess (1998); Handfield and Nichols (1999); Mason-Jones and Towill (1997); Mclovor (2001); Srinivasan (2004); Taylor (1999); Womack and Jones (1996)	From a lean points system, it converts unwanted costs and other wastes from across the SC
Mclovor (2001)	The basic idea behind the lean mentality in SC management is that companies collectively classify quality chain usage, improve characteristic features, and reduce operational constraints
Coote and Gould (2006)	Lean management defines the practice of reducing waste in production through efficient operations through the use of seamless manufacturing methods
Burgess (1998); Cox and Chicksand (2005)	Reducing the time necessitated developing, producing and selling products not merely lowers costs but also enhances productivity, enabling the settlement of premium prices
Simons and Taylor (2007); Zarei et al. (2011)	It has been noted that acceptance of the lean pass can be relevant to all members but in reality, the poor's cross-organisational strands may not be easy to apply and suitable for multiple participants

Source: Qrunfleh and Tarafdar (2013)

Barros et al. (2013) tailored SC practices by aligning them with the specific business context and strategy to select methods that encouraged active SCM and examined the influences on SC performance. However, it was found that while organisations like Wal-Mart, Dell, and Toyota do well to align SC practices with their goals, others like Barilla Spa and Hewlett-Packard fail to adopt them (Qrunfleh & Tarafdar, 2013). Such examples give research some critical points for confidence that these practices are essential for companies to support their SC goals and objectives in this ever-changing competitive landscape.

Many studies have examined the effectiveness of the law and regulation threat (reactive practices) but the concern in public institutions is not the subject of the survey. The research is not intended to be considered irrelevant to this area, but these could be the subject of research in the future. In the context of SCMBPs, the actors in SC act to satisfy all stakeholders, primarily influencing the environmental impact (Tan, 2002). On the other hand, Gawankar et al. (2017) saw the SCM literature as being born from its practical and positive effects on business performance. Morali and Searcy (2012) postulated that the study should mainly relate to companies' sustainability and include several criteria such as governance, cooperation and supplier promotion from a holistic perspective.

Practices: Strategy-As-Practice

It is clear from this literature review that the definition of exercise in strategy-as-practice deals with the routines and norms of strategy work and emphasises the social, symbolic, and material work to show that political work is done (Jarzabkowski & Balogun, 2009; Jarzabkowski & Paul Spee, 2009). It is evident enough to the author that practice is a norm that practitioners in SCM should participate in when realising the full potential of their organisations. However, SCMBPs can be called a strategy in their practice, and companies seek to profit and achieve more by investing in SCM activities. Most SCM authors believe that research conducted on SCMBPs can be exponential because organisations select these practices based on their interests (Gorane & Kant, 2017). When designing and building an SC alignment model, SCMBPs provide the foundation for building a structure that drives the organisation's strategic intent (Hacklin & Wallnfer, 2012). Comparative studies have shown that these influence the measurement system for company performance to satisfy the customer while driving positive business development. These studies have made it possible for the strategy-as-practice scientists to compare different distinctions relating to the business unit and the level of analysis, including epistemology. Much of the early work has focussed on studying business unit analysis, with the practice and level of elicitation being the actor, decision, project or strategy rather than the organisation itself (International Research Workshop et al., 2011).

Some studies have examined the traditional strategy research focussed on the organisational level or macro-level perspectives without considering the recently emerged field of strategy such as the micro-level, which deals with the day-to-day activities of the organisation's "actual work of the experts" as the centre of consideration for the practices to work (Hacklin & Wallnöfer, 2012).

Regarding the research's view, there is limited knowledge of how organisations implement practices at their firms to help their daily activities or, more importantly, the benefits that may derive from such a successful implementation. Without pointing to SOEs, the view of the research remains open to challenge; organisations may integrate with what is competitive in their business using their concepts of the strategy-as-practice. However, it indicates what managers must understand regarding implementing practices as a strategic choice for their organisations to be competitive and satisfy their customers. Mutula and Kalaote (2010) argued that strategy separates performers from non-performers. Much research has been done in the literature on concepts of strategy identification because they are entangled and interconnected elements of activity that are inseparable from an approach.

Others have also done similar work (Chow et al., 2008) where SCMBP involves suppliers at strategic and operational decision-making levels to promote good corporate governance, share information, and identify new integrated upstream activities. Although the methods differ in practice, they are conceptually the same and allow it when strategy practice is applied to the SCM area. It provides the perfect opportunity for the organisation to define the SCMBP in line with the work of previous research to take advantage of the competitive advantage of implementing the best SCMP in world-class economies. Most of the recent work in this direction has dealt with rapid technological growth and, coupled with economic growth, this brings changes in customer requirements, and the industry needs to implement customer-centric SCMBP. From this perspective, most of the research in this area aiming to implement SCMBP industries is critical. Kurien and Qureshi (2015) identified 16 SCMBPs that companies must implement along with other TQM practices to achieve a competitive advantage that leads to company performance. However, research shows benefits to improving organisational performance, resulting in customer satisfaction and improved shareholder

dividends. In addition, Li et al. (2006) stated that SCMBP gained popularity with companies competing to provide value to their customers. SCM sheds light on these practices (Aslam et al., 2020) and helps individual organisations perform better but has problems applying lean techniques (Singh et al., 2019). The major best practices for SCM are listed in Table 2-13 and are discussed in the literature.

Table *Error! No text of specified style in document.*-14: Major Supply Chain Management Best Practices

No Major SCMBP	Supporting References
Customer relationships, including marbles, handling, consumer fulfilment, and longstanding association formation, a close conglomerate with the customer requests acceptance	(Chandra & Kumar, 2000; Koh et al., 2007; Kuei et al. 2001; Li et al., 2005; Millen et al., 1999; Min& Mentzer, 2000; Tan, 2001; Tan et al., 1998; Ulusoy, 2003)
Redesign of the material flow / Lean Performs reduction of stocks, know-how, management of existing companies in the chain	(Alvarado & Kotzab, 2001; Chandra & Kumar, 2000; Chin et al., 2004; Koh et al., 2007; Li et al., 2005; Millen et al., 1999; Tan, 2001)
A sizable conglomerate with affiliations and excellent alliance management	(Chandra & Kumar, 2000; Chen & Paulraj, 2004; Donlon, 1996; Koh et al., 2007; Kuei et al. 2001; Li et al., 2005; Ulusoy, 2003)
Use of information and statement know-how on data management systems	(Burgers et al., 2006; Chandra & Kumar, 2000; Chen & Paulray, 2004; Chin et al., 2004; Donlon, 1996; Lee & Kincade, 2003)
Change in organisational direction and commitment, collaboration, the leadership of top management	(Burgers et al., 2006; Chin et al., 2004; Kuei et al., 2001; Lee & Kincade, 2003; Min & Mentzer, 2004)
Close conglomerate (including affiliation with a trusted strategic sourcing supplier)	Chen et al. (2004)

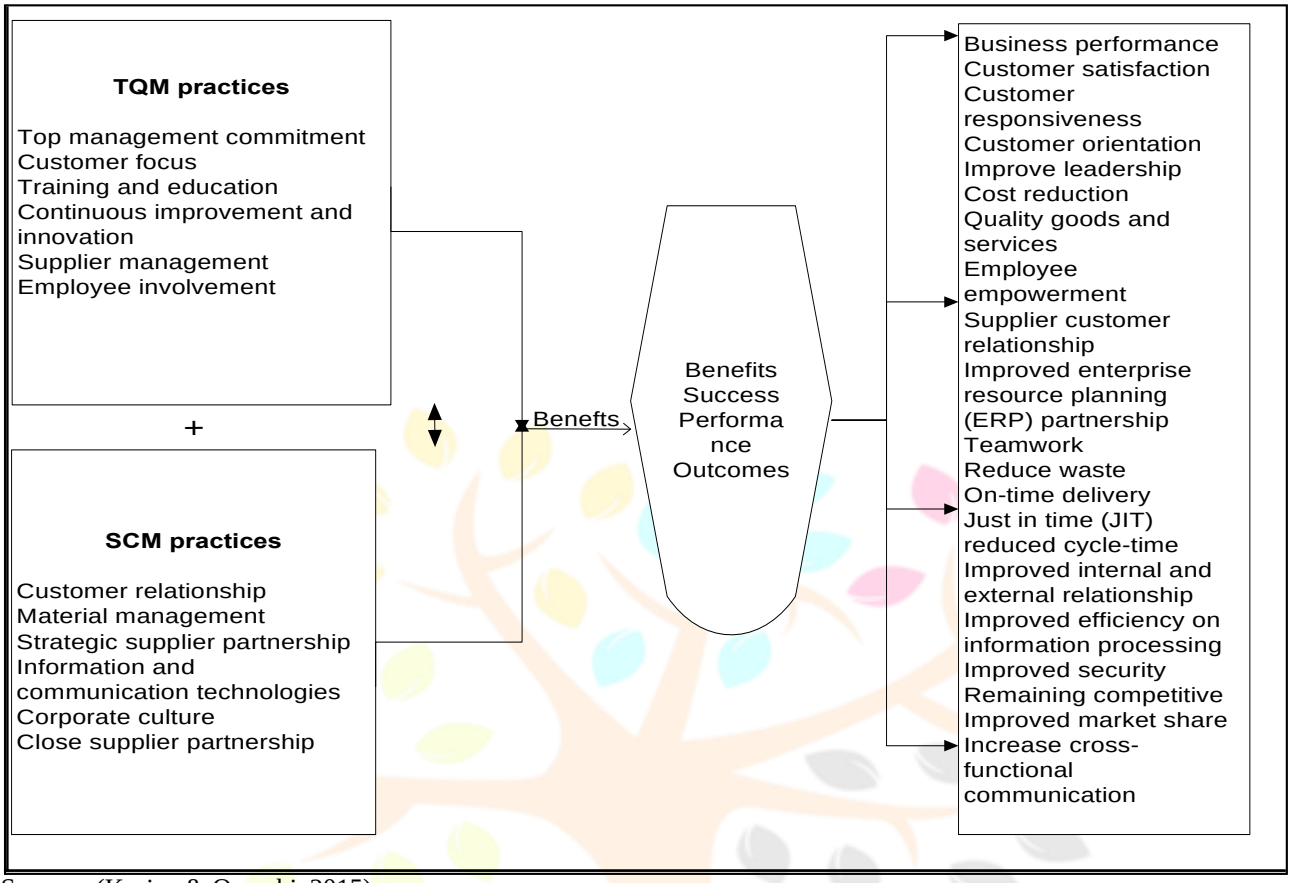
Source: Jabbour et al. (2011)

According to Chen et al. (2004), a satisfied customer is necessary for a competitive environment to help companies meet customer needs and react to them quickly. The public sector is also controversial as substitute schemes have created circumstances in which the state enters the market to provide and organise services to the public (Bovis, 2010). A more specific argument emphasises (Franceschini et al., 2013) the research claiming that consumers understand their behaviour's essence to product and service satisfaction in an everyday context. Several recent approaches suggest that customer expectations are becoming more diverse in today's world. More recently, there have been several attempts in which each company struggled for their products and services to meet customers' needs, and great efforts made to innovate these products for competitive advantage. The systematic review by Bovis (2010) examined some studies investigating how to stay competitive and in business by working from downstream to upstream. Contemporary efforts in this area have focussed on consumers and have become a source of information about what products and services companies should produce.

A review of key studies in this area have confirmed that the traditional mode of production involves migrating to a more agile and leaner delivery concept with a greater emphasis on mass production. Indeed, this has allowed the company to be more responsive to customer expectations, reduce waste, and cut costs all at the same time. Also of interest are papers describing the implementation of SCMBPs and organisations that have improved performance, efficiencies, increased revenues, and reduced errors in their products (Gawankar et al., 2017; Ding et al., 2014). Alternative approaches have been suggested similarly. In comparison, this has worked very well for the goals of the SCM through long-term and short-term successes for organisational performance, particularly in terms of economic and market considerations and customer fulfilment and speculative returns (Gawankar et al., 2017). For the same reason, it is in the interest of all stakeholders in all aspects of the organisation that paying back the capital invested pays off for investors while continuing the business by attracting more customers. Comparative studies have shown that improving SCMBPs provides a company with multiple benefits, greater capacity and flexibility, larger production with less waste, reasonable product quality, and better customer satisfaction, resulting in high profitability (Ding et al., 2014).

It is imperative to be aware of these current issues highlighted in the literature to support this. Figure 2-14 below shows SCM and TQM practices that an organisation implements for competitiveness.

Figure *Error! No text of specified style in document.*-14: Total Quality Management and SCM



Source: (Kurien & Qureshi, 2015)

To test this concept, many studies have looked at when TQM and SCMBP merge and a positive result benefits organisational operational efficiency and effectiveness. Several investigators have researched (Figure 2-15) whether the realised successful performance outcome needs to examine their SCMBP to develop a level of implementation that benefits supplier-customer relationships. In addition, such an investigation would document the extent to which the implementation of SCMBP through strategic purchasing promotes the organisational skills required for effective SCM (Chen et al., 2004). Researchers have also discussed whether the implementation of SCMBP is a challenge that requires technologically competent human resources from the organisation.

Value Chain

Much of the previous studies have been focussed around the study of the value chain and inbound and outbound logistics, which enables substantial, multi-layered decisions in the planning and execution of activities within the organisation and markets them to consumers for the complete satisfaction of their needs (Baig & Akhtar, 2011). This idea can also be seen in the famous work of past and current research results, which have convincingly shown that positive work results are associated, among other things, with the commitment of employees to careers (Hope, 1995) and the commitment of the organisation to the job satisfaction of employees. Walters (2009) identified three perspectives that arise with the value chain:

(a) Building relationships between organisations

(b) Competition enabling the company to remain relevant to its goals

(c) Vital role of information management

The authors have indicated that these have been extensively studied in the literature. Hamister (2012) recognised, for example, that it enables organisations to compete and coordinate the activities of the value chain to implement the value strategy successfully. Ahenkora and Adjei (2012) claimed that competitive environments shape the need for industries to create or guarantee value to gain the support of stakeholders. Davison et al. (2012) contended that information systems could be beneficial in creating value across the organisations by using such information to provide better opportunities for knowledge sharing and assimilation. According to Gul (2013), changes in consumers or demand can trigger a shift in value along the value chain or the industrial ecosystem. For example, in the 1980s, large corporations like IBM, Digital Equipment Corporation, and Control Data had customers who were computer companies that cared about design and support for the customer. Similarly, Baig and Akhtar (2011) discovered the value chain based on delivery logic. There is also a variety of work in this area that deals with configurations of SC networks that emphasise the manufacturer's understanding of optimal production and operations for value creation.

Ahenkora and Adjei (2012) showed that customers choose activities and services to change consumer perceptions and satisfy customer requirements along the value chain. In such a case, the SOE may need to demonstrate how this practice enhances its penetration strategies to improve the delivery of quality services to consumers. Within the value chain, organisations have developed innovative SCPs that are more relevant to business operations (Sukati et al., 2012). It is clear from previous research that these enable companies to combine the best SCMBPs and innovations. Most important for this research is identifying three innovative business SCPs. For example, each level within the organisation is characterised by the extent of originality and disruption and distribution in SC and class that happen to create value (Ageron et al., 2013). Work in this area generally addresses the following innovative SCPs:

- Management processes related to the SC cycle are coordinated by customers looking to reduce costs in their SC
- In information systems and technology processes, organisations strive for coordinated system improvement through a developed strategy and acquire it from other standards with their partners. Indeed, it has helped them maintain traceability and reduce waste through efficiency at all SC levels
- Operating processes in which organisations in this concept outsource their non-core businesses and focus more on their core business to have more time for strategic questions and build up knowledge and skills that create added value add for the customer and achieve customer satisfaction and performance

Understanding Supply Chain Management

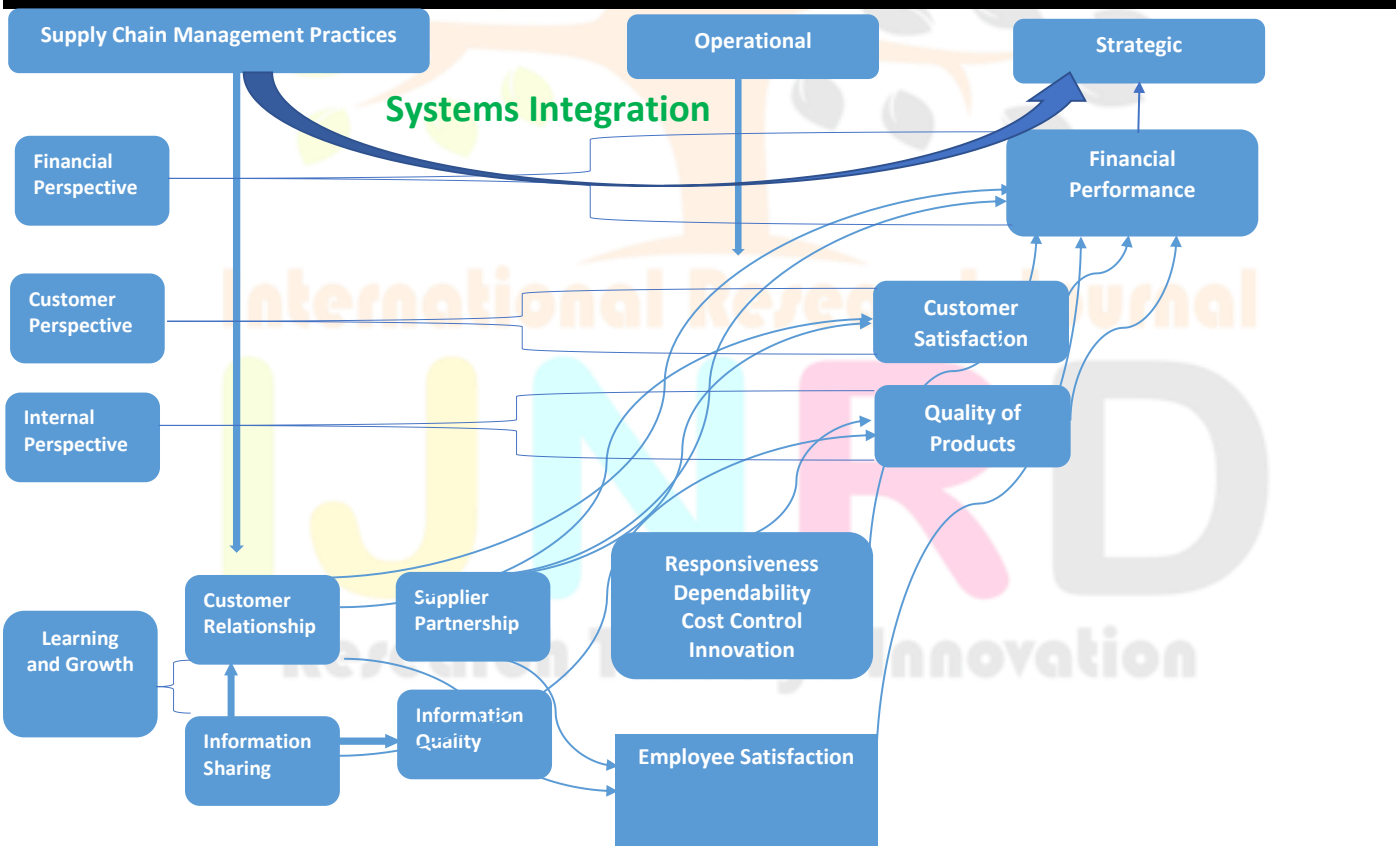
Another important caveat to any work discussed in this area is that literature research in SCM is a nightmare and usually tricky (Sweeney et al., 2015). Other researchers (Barros et al., 2013) suggest that SCMBPs define two levels: corporate-level strategy and functional status. Therefore, this study assumes that the accepted definition from Li et al. (2005) has been adopted. The practical implications derived from previous research that highlighted a construct of definition that supports improving the cohesion of SCMBPs, and henceforth promotes the effective realisation of SC practices (Sweeney et al., 2015). Having been referred mostly to

in the study, more work introducing SCMBPs is paramount in Botswana. In doing so, it can help organisations with implementation. However, it can also enable them to see the importance of their adoption throughout their SC cycle while also knowing the benefits for implementation in the organisation.

Research into Indian retail (Gawankar et al., 2017) identified five practices that represent the different operational strategies. It is noteworthy that none of the papers discussed consider the five practices that met expectations for performance improvement. Most of the studies emphasise the strengths and underline the limits, particularly since the general measure used in most research is tailored to the business environment, and these are unique in providing a competitive organisational strategy. A good look at the Figure 2-14 shows that four balanced scorecard perspectives are important in executing SCMBPs.

Again, a large body of work addresses causal effects and relationships that can lead to the achievement of organisational strategy, suggesting that the strategic direction framework has a positive impact on the implementation of the SCMBPs (Okongwu et al., 2015). These have been important study topics in the literature for many years (see Figure 2-15).

Figure **Error! No text of specified style in document.**-15: Understanding the Management of SC



The essential part of the strategic alignment through this balanced scorecard model arises from a financial performance from the implementation of the SCMBPs. Little research has been done at the application level that, when observed, correlates in their contribution to customer service (Headrick, 2016). In particular, none of the papers discussed assume that the government's mandate is to provide the public with basic services efficiently and value-adding. Angeles et al. (1998) postulated that e-government services can be identified as providing the following features:

I. Technology for the efficient and effective electronic provision of e-government services to the public

II. There are portfolio benefit processes for delivery that are electronically transformed by e-government services

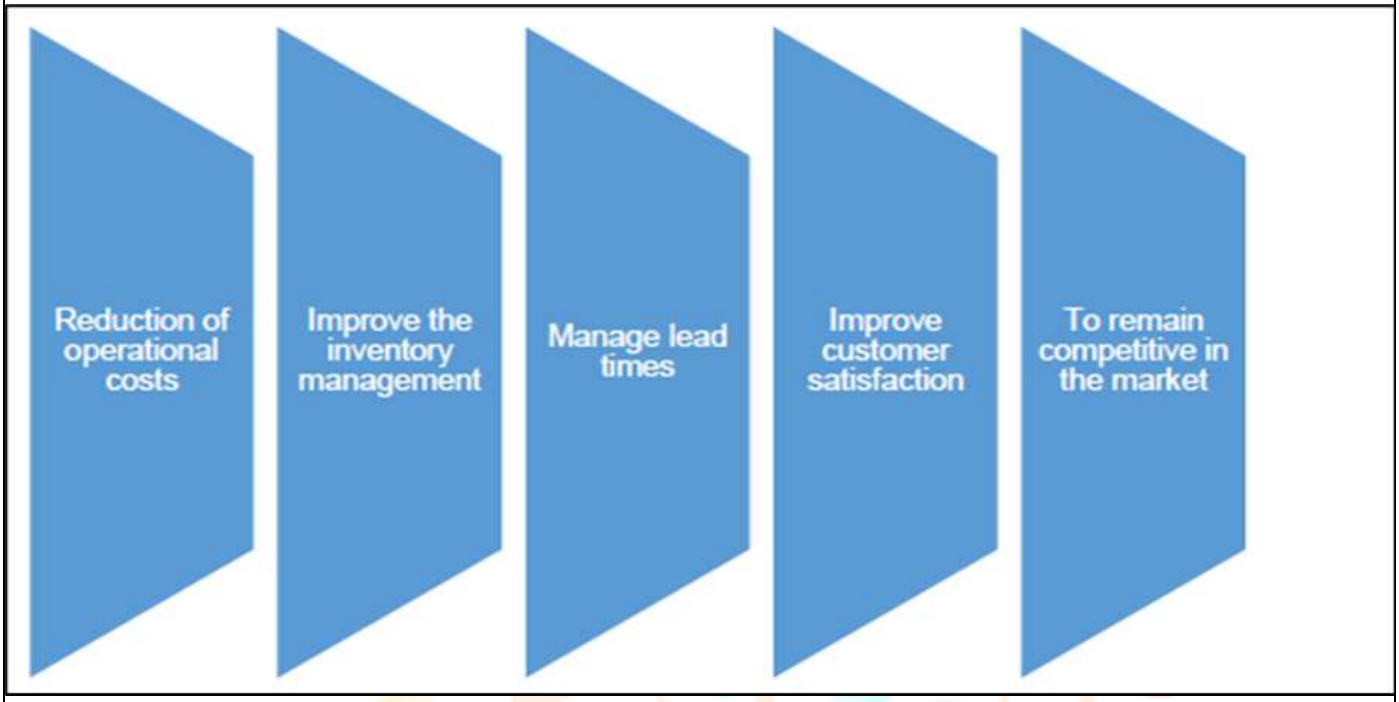
III. This citizen is at the centre of the delivery of services to the beneficiaries of public spending

IV. Transactions are processed at a single online point to enable the use of e-government services

While this is not the goal of the research, there is much information to help understand their intent that could be the subject of another survey to widen the knowledge gap in the SC. SCM has been broadly defined by many scholars and industry experts who confirm the area's importance (Gawankar et al., 2017; Gorane & Kant, 2017; Laosirihongthong et al., 2013; Jabbour et al., 2011). In this sense, a defined SCM examines all industries with the aim of a generally applicable definition. Research now agrees that there is no accepted meaning of SC and difficulties related to activities in the SC render the practice incomprehensible (Gorane & Kant, 2017). The same is reflected in Bovis's (2010) research, which recognised that the public and private sectors have the public's general interest. Studies are valuable (Shepherd & Günter, 2006), but they lack the importance of international benchmarking in comparing SC performance between countries and cross-market sectors.

There are no significant studies on SCM in Botswana (Msimangira, 2003). This lack of SC research can cause known difficulties related to SC activities. Undeniably, the important observation is the lack of a literature review on SCMBPs studies in Botswana. Lambert et al. (1998) argued that SCM integrates primary business processes from consumers to the first tiers that provide products, services, and advice to customers to create value and other investors. A systematic review of prospective observational studies has shown that the authors have retained the essential concept of information on the already existing theories of products and services. One could take the view expressed by Ageron et al. (2013). This literature research shows that research that gives companies a good impression, and SCM expresses how networks are essential for customer satisfaction (Frey et al., 2013). In a survey by Hsu et al. (2008), most respondents believe that there are five critical reasons to implement SCM initiatives in order of priority; Figure 2-16 records the practices.

Figure *Error! No text of specified style in document.*-16: SC Management Initiatives



Source: (Frey et al., 2013).

Jabbour et al. (2011) suggested that the customer layers represent the more substantial level in the SC, so suppliers are more focussed on integrating with their customers. In other words, we live in a condition of moderate scarcity. Many of the problems highlighted here remain unexplored in the literature. Organisations are in a better position to implement a business process aimed at achieving the lowest unit cost of production and delivering high value at the lowest to the consumer (Baig & Akhtar, 2011). Value creation should include the development of connections and their competent mediation for the provision of products and services. Despite the author's opinion, it remains proven in the SOEs whether this practice has been adopted. Although this topic is well-known, it has received little attention.

CHAPTER SUMMARY 2

Previous work has been limited to a subset of literature research in most research areas, 2003). Kumar et al. (2015) have claimed that a literature search aims to provide an overview process and desired outcomes which are systematic, explicit, and reproducible to identify, evaluate, and interpret existing knowledge. As a result, this problem has received limited attention in the literature by cementing the intellectual structure of the identified research area, key knowledge gaps, and ways to address them and create new awareness. Therefore, much work in this area is still limited by the success of SCM, which lies in the successful implementation of its SCMBPs. As a result, very few studies of organisations strive to closely integrate internal and external functions to achieve sustainable growth by connecting with customers, suppliers, and other chain members (Gorane & Kant, 2017).

SCM reviews in other countries have found similarities that may increase the survey level in these and other related areas. The research has found many SCMBPs in the industries that an organisation may not implement as the companies choose to use the practices, they believe are critical to the operation. Few studies have examined the best documented SCMBPs in a developed country, and the findings support that very little work has been done to validate these approaches to confirm that countries in developing regions, such as Asia, continue to research using SCMBPs to build knowledge and practice in their institutions. Aslam et al. (2020), for example, believed that SCMBPs can increase business performance and productivity. Previous work in this area is limited, and has rarely covered sub-Saharan Africa, including Botswana (Msimangira, 2003). The literature review revealed a lack of research in the SCMBPs but recognised the need to examine SCM and the importance of practices. Therefore, to make sure these are properly understood, they have been scrutinised to document the best practices for SCM in Botswana.

The conclusions obtained in this case hold that globally, research in this area started in the early 1980s. Nonetheless, additional research approaching the survey of SCMBPs, have been primarily utilised to empirically confirm some relationship between SCMBP and performance, which has been found extant in the reported literature in a dispersed manner (Okongwu et al., 2015). It is a fact that goes beyond empirical investigation as some other viable method must be adopted to limit one form of inquiry. These issues stand in the way of obtaining excellent performance, in that the technique has limitations, especially the sample chosen to test the hypotheses and other variables that may play a mediating role and influence the company's performance in SCMBPs and generally (Okongwu et al., 2015).

Younis and Sundarakani (2019) have argued that the impact of implementing SCMBP on business performance has not aroused any interest worth mentioning in connection with the UEA. This assertion is confirmed by previous studies reporting mixed results on the impact of implementing SCMBPs in industries, the different measures and dimensions. These underlying issues require further attention when initiating a literature search on the SC, which is perturbed due to its fragmentation, overlapping constructs, and the inability to produce consistent results (Sweeney et al., 2015). On the other hand, the evidence is important for implementing SCM, which leads to improvements in organisational performance. Msimangira (2003) has alleged the weakness or scarcity of research in SC management for Botswana, and there have been no literature review efforts to respond to the call for research in this area. Furthermore, while this problem has received much devotion in the literature, the research may not have consulted all SCMBP-based work; although some attempts have been made to fix this problem, and they have been successful. Moreover, the research has gained insights by understanding the viewpoints of practitioners, scientists, and others based on their experience and knowledge

in diverse settings. Many of the problems highlighted here remain unexplored in the literature chapter describing the proposed technique, and the rationale for its methodology and the processes involved in the methods are detailed in the following chapter.

CHAPTER THREE

3.0. RESEARCH METHODOLOGY

Introduction

Most of the effort in the community has been put into solving this problem by conducting a systematic survey through observation and experimentation on a specific topic. Solving this problem is scientific and will lead to likely solutions (Fowler, 2013). Professionals worldwide use different ways to conduct their research and find answers to their specific problems or research questions (Nazario-Romero, 2016). The research methodology collects data and information from various sources and then analyses the data to arrive at the results (Williams, 2007). There are many statistical and non-statistical ways of investigating a particular research question.

The survey analyses SC management in sovereign entities in Botswana public sector and semi-public organisations. This research methodology involves collecting a small sample of data and analysing it using various research tools. This chapter covers the geographic scope of conducting studies, the survey design with a population sample tool used to collect the data, and the methods used to maintain the validity and reliability of the device. There are two methods in the social sciences, as follows:

The empirical-analytical approach where the research type focusses on objective knowledge and questions with an eye towards the yes or no answer, and includes metrics. It contains deductive reading that uses the existing theory to formulate a hypothesis to test. The approach here mainly focusses on explaining events as they develop. On the other hand, the interpretative phenomenon focusses on a comprehensive understanding of the research. This methodology focusses on the analytical disclosure of importance in manufacturing human subjects' practices while emphasising how those practices are arranged to produce observable results. They make it possible to identify connections with the phenomenon under study by carefully examining variables for more personal knowledge. Previously, this research has focussed on the introduction and literature review, and this chapter contains the reinstatement of the research objective. A summary of the goals is as follows:

1. To determine the extent to which SCMBP is implemented and impacts the company's customer satisfaction
2. To identify the impact of SCMBP in the departments of SOEs and supplier relationship practices on operational performance
3. To compare SCMBP in the literature and current SCM implementation practices in SOEs
4. To assess the efficacy of current SCM implementation practices for SOEs
5. To evaluate the impact of CRM practices concerning the operating performance of SOEs

The execution of SCMBPs in SOE has become an issue. Hence, this study identifies practices critical to the SOEs' operation and measures their impact on the implementation to infer customer satisfaction.

Research Type

The research is of two types: primary and secondary. Primary research conducts first-hand data collection through questionnaires, interviews, and discussions and uses the statistical interpretation of data to get results. Desk research requires data collection and information based on scientific journals and articles (Nassaji, 2015). Mixed research is a method that includes both primary and secondary research to analyse and interpret the research objective. The appropriate approach is chosen depending on the research problem, goal, and objective of the research.

Mixed-methods Research Design

The SCM does not commit to any type of research; instead, it supports various qualitative and quantitative approaches, making it a critical methodological pluralism based on the ontological and epistemological assumptions that establish an active connection between variables (Zachariadis et al., 2013). Mixed methods provide a strong foundation for studying complex processes and systems, by integrating the three original mixed-mode designs of investigation, description, and convergence. These use advanced structures such as multistage sampling, interference, exploration and participation (Fetters et al., 2013). According to Zachariadis et al. (2013), mixed methods designs are seen to be guaranteeing a precise layout of a phenomenon. On the contrary, Jogulu and Pansiri (2011) refuted this by emphasising a possible reduction due to the research's over-reliance on statistical data to explain a social event and experience that is primarily subjective. Table 3-1 shows this completeness and diversity.

Table *Error! No text of specified style in document.*-15: Critical Practice of Mixed-methods Research

Determination of the mixture	Explanation	Suggestion from critical realism
Complementarity	Mixed-methods are used to obtain supplementary comments on the same behaviours or incidents	Distinct levels of perception in the complicated world require a different approach
Inclusiveness	Mixed-methods are used to obtain a complete representation as much as possible of a probable scenario studied	Includes metatheoretical thoughts (especially viewing angles)
Progressive	Conclusions from a single study category are accepted as a study for all future studies	It is part of critical realism's reproductive approach, and assumptions must hypothesise the random mechanism, whose restoration will then stimulate further research
Expansion	Mixed-methods are used to offer explanations or to develop further the interpretation obtained in past investigations	Mathematical methods can be used to guide a qualitative study that is best suited (depending on the context) to discover reproductive mechanisms
Corroboration and Confirmation	Mixed-methods are used to confirm the findings from another research	The cognitive misunderstanding occurs when attempting to verify qualitative findings using quantitative techniques
Compensation	Using another method can compensate for the weakness of one method	The disadvantages of numerous approaches are recognized, so that various techniques are used to balance
Assortment	Mixed-methods are used to get different views on the phenomenon	Different levels of abstraction in a complicated world require various approaches.

Source: Zachariadis et al. (2013)

To study the SCM implications in the SOEs of Botswana, the researchers have employed a mixed research approach. The study first conducted a secondary survey using existing information sources such as books, journals and government reports clarifying whether the SCMP have been implementation in Botswanan SOEs. The researcher extracted relevant variables and elements of the survey and designed the preliminary survey plan. A responsible group of respondents were selected who have worked in the public sector and semi-public services for many years and are familiar with their organisational processes. Respondents were aware of some of the practices employed in Botswana over the years and how aligning technology with supply partnerships has brought operational benefits to the country's commerce. Several accomplished participants, experienced in organisational strategies, guidelines, and SC methods were interviewed, and their responses were recorded quantitatively. Since the respondents mainly belong to the public sector and semi-public sector, the researchers used Google Forms to ask the respondents relevant questions about what made the primary data collection process convenient time-saving to conduct primary research and derive necessary implications of SC practices.

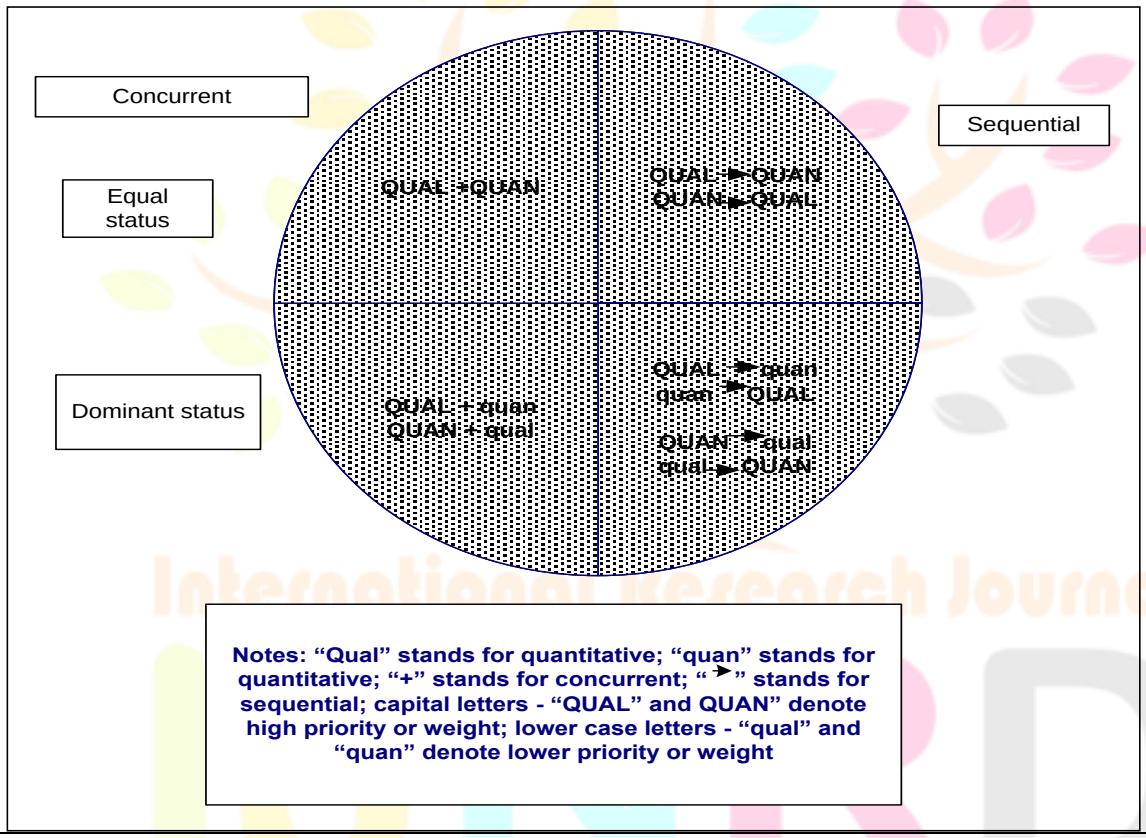
Data Type

A very important step in the research is acquiring data from the market. One can collect data through various means such as interviews, reading magazines, and articles. The data collection can be qualitative or quantitative (Patel & Patel, 2019). The qualitative methodology collects data through concepts, theories, or models; the collection is primarily based on detailed readings of scientific articles, books, and magazines to thoroughly study the necessary secondary information sources to enable the analysis.

On the other hand, quantitative data collection is a statistical method of collecting data and drawing conclusions. It is a more reliable and measurable method to arrive at the results of a research problem (Disman et al., 2017). Quantitative research uses technical analysis and interpretation methods to understand the relationship between variables and conclude. Qualitative and quantitative research vary in different formations and complement each other (Aslam et al., 2020), validating research results by systematically collecting and analysing empirical data. The research intends to use mixed methods to fully understand their contribution and strength when applied in concrete or sequential applications.

According to Cathain et al. (2007), combining methods aids analysis when complementary approaches address different aspects and expressions of the same questions, resulting in one method being used to develop another. In particular, in management studies that examine the social and behavioural sciences, the quantitative dichotomy dominates (Jogulu & Pansiri, 2011), while the qualitative represents an alternative to the quantitative method studies.

Figure *Error! No text of specified style in document.*-17: Stages Design Matrix for Mixed-methods



Source: Jogulu and Pansiri (2011)

Research generally uses surveys and experiments in quantitative methods to determine a sample size that represents a population (Creswell, 2008). According to Aslam et al. (2020), variations and variables are essential for any research. Thus, this research uses a quantitative method to study the significant weight in the data collection and analysis, as indicated in Figure 3-1. However, it has been shown that the mixed methods are complementary, leading to greater depth and breadth of results (Jogulu & Pansiri, 2011).

Qualitative Methods and its Characteristics

The qualitative styles emphasise different philosophical expectations in research strategies, data collection methods, analyses, and interpretations using consultations, notes, and documents (Creswell, 2008). The use of information in abstracts creates validation and reliability. The documentation contains a wealth of information about past practices and how senior management implements

and supports them. This research aims to use a quantitative, lightweight approach to data collection and study. The ability to interpret meaning in what one sees becomes crucial in considering social events (Leedy & Ormrod, 2009). Qualitative methods are focussed on interpretative and narrative analysing information gathered through communication and observation; Jogulu and Pansiri (2011) provided an option for statistical confidence associated with a quantitative style.

Ahenkora and Adjei (2012) postulated that industry perspectives and strategic decisions are influenced by government development aid to achieve customer perspectives. Walters (2009) argued that the government must seek and identify commercial activities with their implementation to generate customer benefit. Jacobides and MacDuffie (2013) noted that a shift in customer needs, products, and services can result in incumbents facing greater challenges in meeting their needs. In the present study of SCMPs in SOEs in Botswana, the researcher has employed a quantitative and qualitative data collection methodology. This approach is relevant and appropriate as the research's initial reading and review of information through literature searches, journals, and articles about the SOEs and their practices helped the investigation identify the key elements of the survey. They then conducted a direct and measurable test to better understand the problem and current scenario in Botswanan state-owned companies. This study collected relevant data by interviewing respondents by selecting a small sample of public or semi-public workers in Botswana. The questions were then numerically analysed to understand and interpret the research.

Methodological Design for the Investigation

According to the International Research Workshop et al. (2011) recommendations, the primary data was collected by distributing questionnaires to potential participants. In this study examining Botswanan SOEs, which provides services to the public through its various departments, the research goal is to investigate the degree of implementation of SCMBPs in the Botswanan SOEs. The investigation will be conducted empirically to formulate statements that should be verified in future confirmatory studies. The literature review mentions that SCMBPs are critical to the success of the organisations implementing them. A standpoint of such structures identifies and regards these practices as the essential elements of success. The research attempts to achieve this goal by conducting empirical research using mixed-methods to understand the current situation or occurrence (Ageron et al., 2013). Early research has emphasised that students starting their PhD studies should consider using mixed-methods by taking management research's two predominant data collection methods for skill development (Jogulu & Pansiri, 2011). The evolution of the identified practices was tested empirically to either accept or reject the hypotheses. This helps assimilate comparisons to examine the relationship that leads to the effective implementation of SCMBP in SOEs for better understanding and application.

According to Talib et al. (2011), the comparisons of the practices show the support and commitment of management, with customer orientation and vendor partners being the most relevant procedures. TQM and SCM writing both have the biggest impact on integration (Danese & Romano, 2011). However, this research is focussed on successfully implementing SCMBP for better competitive advantage and customer satisfaction. Nevertheless, the selection of units from these public sector departments can pose difficulties in controlling certain SC configurations (Kaliani Sundram et al., 2016). The survey is expected to take four to six months, but this may be due to little or no response, culminating in an action plan initiative to improve the research response rate and investigate the level of implementation of SCMBPs.

The data collection mode can include multiple data collection methods (Leedy & Ormrod, 2018). When conducting evaluation studies, it is common to use all available means of observation. Regardless of all information, this can include structured (questionnaires) and less-structured (focus group interviews, individual interviews, and participation monitoring) activities. The research also uses existing documentary sources such as annual reports, field records, and attendance records for analysis to gain insight into the organisation's SCMBP (Soares et al., 2021).

Research Methodology Guide

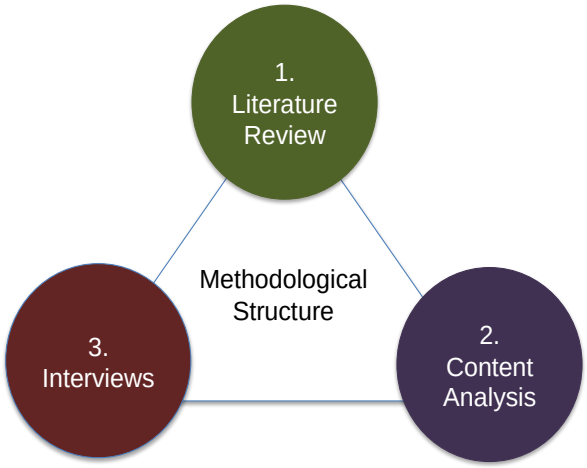
The use of research techniques in this study is followed as expressed in the UGSM-Monarch Business School guidelines. This approach is universally applicable to all research and aids in the literature review, content analysis, and interviews. According to Kumar and Kushwaha (2018), the Likert scale was used through questionnaires to improve the validity of the survey, as previous various research (Chow et al., 2008; Narayanan et al., 2019) have also used the same. The descriptive method identifies variables within the research that can be measured, while the frequencies, trends and categories are given in the survey to help in collecting valid and reliable data. The data collection uses the monarchical methodical structural triangulation of data, which consists of the following three stages (see Figure 3-2):

a) Literature review

b) Content analysis

c) Survey method (in place of interviews due to COVID-19 restrictions)

Figure *Error! No text of specified style in document.*-18: Methodological structure triangulation of data



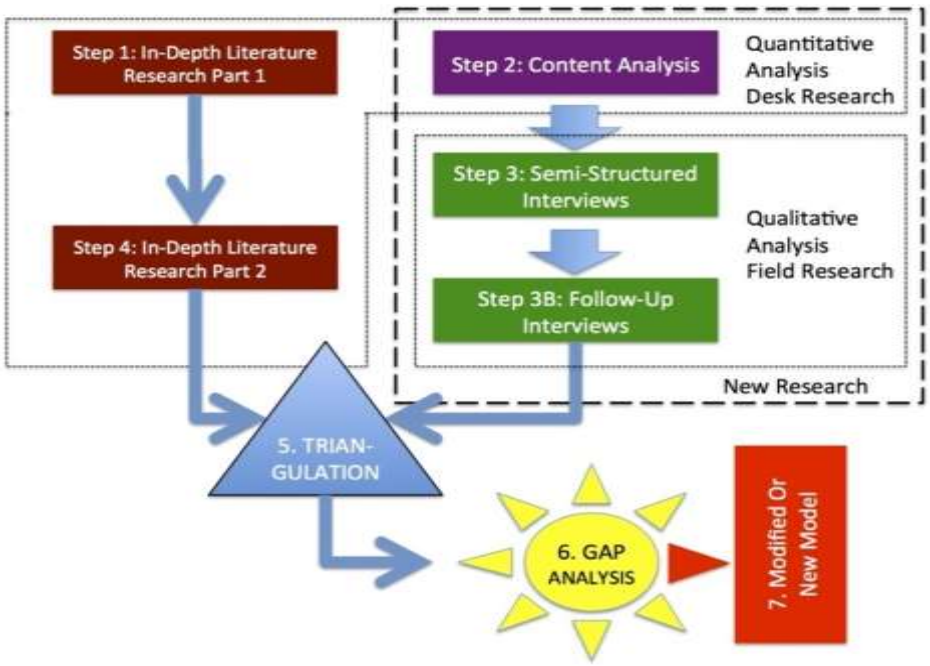
Source: UGSM-Monarch Business School Switzerland

Figure 3-2 illustrates that the anticipated research is aimed at responding to the provisional research questions in the form of a triangulation of scientific data using three steps, which are as follows:

- Conducting a literature review of existing seminal academic authors (desk research)
- Performing content analysis of existing corporate data (desk research)
- Interviewing primary stakeholders in the public sector departments (field research)

Furthermore, a standardised research process flow, shown in Figure 3-3, helps demonstrate the importance of the method and makes it more competitive among studies previously conducted.

Figure *Error! No text of specified style in document.*-19: Monarch Standard Research Process Flow



Source: UGSM-Monarch Business School Switzerland

Figure 3-3 illustrates the steps within the Monarch standardised research process flow that will be followed by this research, which are as follows:

Step 1 – In-depth Literature Review-Part 1: A comprehensive review of the original authors within the SCM domain will be the first phase completed to provide a reliable academic foundation to the research

Step 2 – Content Analysis: Analysis based on annual reports, white papers, supporting trade documents, and other business data sources

Step 3 – Two-step Semi-structured Interview Process

- Preliminary Interviews: The initial interview questions will be informed and synthesised from the literature and content analysis review. Stakeholders to be interviewed will be public sector employees considered knowledgeable about the research. A minimum sample of 30 different participants were interviewed. The interviews will be conducted in-person at a location accessible to the subjects and are expected to be around 30 minutes long – telephone interviews conducted in cases where in-person interviews are not possible due to limited resources or time. Conversations will be tape-recorded unless objected to by the participant, in which manual case records will be made in the form of notes.
- Follow-Up Interviews: These provide a more specific and concise view informed by the first round of interviews, content analysis, and literature review and concludes with a smaller subset of 15 respondents obtained from the first-round sample. These discussions will uncover deeply held personal beliefs and understandings on the research subject, revealing essential data for answering the preliminary research question.

Step 4 – In-depth Literature Review, Part 2: A more comprehensive literature review further refines the scope and consideration of the academic field's existing knowledge to add more expertise and specificity to the research analysis.

Steps 5 and 6 – Triangulation of the Data and Gap Analysis: A triangulation of the data is considered and analysed to determine whether the existing scientific knowledge is congruent with the practical use of the subject on an economic basis. The outcome of this analysis should determine whether a "Knowledge Gap" exists between the academic (theoretical) and the practical (applied) domains.

Step 7 – Evolution of a recent model: Based on the gap analysis, a thorough analysis of the existing framework conditions within the academic field is conducted. This survey will inform whether the current structures sufficiently address the requirement for practical application within the public sector departments and whether they may be further improved or modified.

Population and sample selection

Since SCM problems are of a technical nature (Kumar & Kushwaha, 2018), respondents need to be familiar with the organisation's strategies, guidelines, methods, and SC. This research consists of SOEs from the public sectors and semi-public operational, middle, and senior management employees. The questionnaires are distributed to the respective respondents via email to ensure that they are received and completed by the rightful persons.

Details of the instrument and survey

The analysis questionnaire consists of three sections and the introductory letters from the university and the executive committee, intended to inform the reader about the purpose of the survey and the permission to conduct research (Kumar & Kushwaha, 2018). For example, primary data requires logic and much thought to help management make decisions. The first section of the survey aims to gather relevant information about the characteristics and organisation of the respondents. The instrumental survey includes title, organisation scope, legal status, years of operation, and size (see Appendix A). Using the literature attributes, Kumar and Kushwaha (2018) developed a questionnaire with structured questions on the continuum of consent and adoption on a seven-point Likert scale. This section describes SCM initiatives adopted by the organisation on the six leading SCM practices introduced in the study.

The third section provides information on implementing such SCM initiatives for customer satisfaction and service continuity, including economic, operational, and social performance. The research was used operationally due to the potential confounding variables and the SCM enablers as independent risk factors. These include information sharing, CRM, relocation, SSRs, information quality and internal lean practices.

Sampling Plan

The sampling types

For any research, collecting data and information from the total population is very difficult, and so there is a need for a sample population that can be thought of as a small copy of the total population. Study data could be supplemented with data obtained from two types of samples: probability samples and non-probability samples. Probability sampling is a method where all sample populations for research have an equal chance, while non-probability sampling research chooses to select a specific group of sample

populations for research (Singh, 2015). For the research, the target group were employees in state-owned companies in Botswana, including public sector employees, government employees and semi-public employees. Common sampling methods in research are simple random selection, random sampling, and methodical sampling. The equal probability method selects each participant from the target population (Etikan & Bala, 2017). Here the sampling method takes a random group of people from the ordered list, which is used to avoid biases or research influences on research.

The grouping of qualitative and quantitative research can provide more insight than either form alone; the combination offers an expanded understanding of the research problems (Creswell, 2008). By collecting data using the sequential approach, the research first carries out a quantitative phase and a separate qualitative aspect, with the expectation that the latter will be used to explain or interpret the results of the former; that is, the qualitative results will be used to explain quantitative results (Jogulu & Pansiri, 2011). The analysis units are made up of the state-wide institutions of the SOEs in all districts. The SCMBP implementation is part of the information requested from the participants. The Supply Chain Management Council members at the upper and middle managerial levels will fill out the questionnaires; the researchers selected the participants according to their position. Many variables have also been considered, particularly the background of the SC processes within the Council. Participation is voluntary, and as many respondents as possible should be recorded from all districts.

Saunders et al. (2009) mentioned that the sampling must best answer the research goals and questions from several sampling methods without probability. In this non-probability sample, the selection of sample units is completely arbitrary. The research is based on personal judgement, which means some population members will have little chance of being included in the sample (Leedy & Ormrod, 2021; Zikmund et al., 2012). For accurate results, it is appropriate that an option be chosen for the study that represents the sample of respondents.

Therefore, a suitable option for this sampling method would be a dedicated or judgement-based sampling as this method is used to determine reliability (Zikmund et al., 2012). It is imperative to select people who have specific knowledge of the subject and their position in the organisation. In return, management recommends new respondents with valuable information. An identification code will represent the organisation's size during the investigation. In addition, the study selected respondents based on certain criteria, such as their knowledge, skills, and those who represent different perspectives on the degree of implementation of SCMBP (Aslam et al., 2020; Leedy & Ormrod, 2009). The simple random sampling process was used in this study of Botswanan SOEs. First, the researchers created an ordered list of high-ranking public sector and parastatal officials in the Botswanan government, and then they invited respondents to participate in the survey using the simple random selection criteria. The target audience of the selection criteria is a wise selection of people who clearly understand the research problem. The selection criteria for the target group were as follows:

- Employees must belong SOEs based solely in Botswana
- Employees must have at least five years of experience with the present firm
- Employees must be working at the middle management level in the selected firms
- Employees must have experience of at least five years in a state-owned firm in Botswana
- Employees must belong to the firm's operational, SC, or distribution/inventory departments

The research focusses on understanding the implications of SCMPs in Botswana and how government-based organisations efficiently handle CRM in these organisations. Only employees of Botswanan state-owned organisations could be selected for the investigation, so that there would be no ambiguities in the investigation or compromises in the quality of the assessment. In addition, a solid experience of at least three years was seen as an important parameter for target audience selection, as research on SCM practices is technical and requires a deep understanding of the system practised by government agencies and companies.

Therefore, an experience of more than three years helps an employee penetrate the system sufficiently that they can understand, analyse, interpret and provide reliable information for the research. Working in state-owned companies' operational or technical SCM units is considered important because these companies have many departments, and all of them are not associated with understanding SCMP. Accordingly, some specific departments such as operations, SCM, procurement, and inventory management were considered suitable for research.

Sample size population

The sample size is the minimum number of participants required to conduct the research and achieve the results significantly. It is very important to properly choose the sample size according to the demand for the research question, as the sample size indicates the choices, tastes, preferences, or choices of the general population (Brooks & Johanson, 2011). For SCM research on state-owned companies in Botswana, the sample size ranges from 190 to 235. The sample size includes employees with extensive experience in various sectors such as public and parastatal government agencies. The government employees of Botswana were listed in turn, and the sample size was chosen at random to create an appropriate sample size to analyse the SC mechanism in the state-owned companies. The sample population is descriptive enough to make the research question statistically unambiguous and can also help avoid the frightening risk of errors or sample homogeneity.

Sample size measurement

Since the study considers 190 to 235 sufficient for the survey, for a more efficient derivation of the results, the sample size calculation was based on Cochran's formula. All in all, given the level of significance of 5%, the sample size of the survey could be calculated as follows:

$$n = \frac{z^2 * p * (1-p)}{e^2}$$

$$n = \frac{1.96^2 * 0.818 * (1-0.818)}{0.05^2} == 228.77 \approx 229$$

In the above equation, n is sample size selected for the survey; z is the z-score value for the survey at selected confidence interval (1.96 at 95%); p is proportion of population with the survey attributes (81.8% or 0.818); e is the margin of error (5% or 0.05).

Thus, the selected sample size for the survey is in the range of 190 to 235, specifically 229 respondents.

Data Collection Process

The data collection process should be smooth and the questions should be objective and statistically useful for research. The data was collected from journal articles, online publications, literature research and questionnaires in desk research. However, in the case of primary research, survey responses were collected using a structured, closed-ended survey questionnaire. The survey questionnaire consisted of three sections and the introductory letters from the university and the executive committee, which were intended to inform the reader about the purpose of the survey and the permission to conduct research. The first section of the survey is introductory and based on pertinent information about the characteristics and organisation of the respondents. The questionnaire uses the Likert scale to mark respondents' preferences and understand their agreement or disagreement (Joshi et al., 2015). The first section contains all the basic information about the respondents' organisation type and business pattern.

Similarly important was understanding respondents' experiences and views on current SCMPs and their effectiveness in making their business profitable and growing. The next section focusses on technical details and operating procedures. This section contains the structured SCM initiatives adopted by the respondents' organisation and added SCM practices and their level impacts for analysis. The third section provides information on implementing such SCM initiatives for customer satisfaction and service standards for social, organisational performance, profitability or operational efficiency. The research framed the questions in this section to infer customer satisfaction, customer loyalty, improved enterprise problem solving, and organisational efficiency based on SCM practices.

In evaluating the construct of SCMBPs, the study developed the questionnaire from the literature review (Jabbour et al., 2011). Participants were asked to rate each question on the level of implementation of each SOEs practice. A seven-point Likert scale was used in this study (1: not implemented and 7: fully implemented). Cross-country survey data on state-owned companies helped test the hypotheses with synergetic effects conceptualised by interaction effects using the SPSS packet analysis (Huxley & Ormrod, 2010).

Questionnaire Administration Process

Systematic and structured questionnaire management is essential as it supports research in extracting current data from the sample population (Orel, 2020). Out of various ways of addressing the survey, this research opted for electronic management of the questionnaire, specifically by e-mail. Before that, however, the study informed the respondents and they agreed to participate in the timeframe. Google Forms were used to collect data after obtaining consent via the consent form provided in Appendix A. The questionnaire was mailed to the respondents and the dissertation details were attached.

Given how the survey was supposed to be conducted, the study sent respondents the link to Google Forms, where they had to fill in their preferences. Google forms make the survey simple and objective, and there is less room for ambiguity in the respondents' responses, which can show up in face-to-face interviews, as people are sometimes reluctant to make statements during face-to-face interactions. It took three months for the research to collect all of the survey responses as some responded early – those who have IT-based work assignments. Respondents who work with the supply partners and the sales channel at the field and ground-level took more than a week to reply to the poll link. Electronic data exchange (e-mail) and site visits for a proper response were

conducted. This allowed the research to collect the required reaction according to the Monarch University sampling method. This research mainly uses the people involved in Botswanan SOEs SCM activities. The emphasis was on reducing the heterogeneity of SCMBPs in public sector departments.

Research Validity

Research validity focusses on establishing similar terms and definitions about how well qualitative research has been designed and conducted, and how well data has been collected and analysed to provide reliable, consistent and plausible results (Zachariadis et al., 2013).

Qualitative methods and their Characteristics

Qualitative methods focus on the overall quality of interpretation and narrative analysis of information gathered through communication and observation, an alternative to the quantitative-style statistical confidence standard (Jogulu & Pansiri, 2011; Zachariadis et al., 2013). As noted in Table 3-2, conventional interpretations of construct validity are centred on the relationship between theoretical concepts and observed variables in the empirical realm.

Table *Error! No text of specified style in document.*-16: Validity in Qualitative Research

Validity Type	Conventional Description	Critical Realism
Design Validity	Descriptive Validity: Accuracy of events, objects, behaviours, and setting reports	Explanations of mechanism in action and the conditions with which they are interacting; appreciation of the field by identifying, prioritising, and scoping boundaries of the Research
	Credibility: Results are believed from the participants of the research	
	Transferability: Results can be generalised and transferred to other settings	The idea that events in the real-world cause similar or related events that arise in mechanism propagation situations
Analytical Validity	Hypothetical Rationality: The theoretical rationale developed fits the data	The applied theory makes hypotheses about the mechanisms that took place
	Reliability: Research describes variations in the investigation setting and their impacts on the research process	It is an important part of the reproductive process and the detection of contingent factors
	Uniformity: Check the different steps of the qualitative study	Despite and notified conditions of (quasi-) closure and investigation system in reproductive analysis
	Plausibility: The conclusions of the research agree with the statistics	Regardless of whether the analytically available data provide valid insights into properties of the generative field mechanism
Deductive validity	Explanatory Legitimacy: Explanation of participant views are exact	Findings from qualitative studies can shed light on the empirical events caused by mechanisms
	Conformance: The results are validated by someone else	

Source: Jogulu and Pansiri (2011); Zachariadis et al. (2013)

Quantitative Methods and its Characteristics

Quantitative or large-scale methods are widely considered descriptive because of their effectiveness in summaries and correlations between variables that help uncover evidence of the causal mechanism that generates actual observed events or predicts future incidents (Zachariadis et al., 2013). Table 3-3 provides the definitions for how to find validity in quantitative research designs.

Table *Error! No text of specified style in document.*-17 Rationality in Numerical Investigation

Legality Type	Interpretation	Critical Realism
Design Validity	Internal Shelf Life: The association variable observes interest with a causal implication	Real facts are symptoms of the generative mechanism in the perspective of the field
	External Durability: Cause and effect correlation goes beyond modifying samples, settings and processing variables. Thus, the results could be generalised	The comparable probability and relevant events occurred in other scenarios caused by the generative mechanism triggered by actual development in the field
Measuring Validity	Consistency: Variables used in the model are not accurate.	The measures used in the exhaustive methods are not uncertain
	Validation: The variables indicate what they are intended to measure and are consistent with theoretical explanations	Whether empirically available data provide valid knowledge about the actual manifestation of the putative generative mechanism in the field
Inferential Validity	Arithmetic Decision Rationality: Indicators are sufficient, and the results of statistical measurements are sufficient to conceive a description	Arbitrary hypotheses of statistical data about the relationships of observed events in the empirical field cannot provide consequences

Source: Zachariadis et al. (2013)

Since it is important to include the validity aspect in the survey, the pilot tests were carried out, in which the efficiency of the constructs were examined. A sample of 23 respondents (approx. 10% of the sample size) were assessed as using frequency analysis and the Cronbach alpha test. To derive the validity, the value of the construct must be greater than 0.7; this would ensure the validity of the questionnaire.

The Questionnaire

The questionnaire used in this study (see Appendix A) is based on the model described by Jabbour et al. (2011), employing a seven-point Likert scale measuring from 1 representing extreme disagreement to 7 representing extreme agreement. Each statement requires responses based on the variables, constructs and frameworks. Following a series of studies (Jabbour et al., 2011), respondents were requested to rate each question concerning the level of enforcement of each practice in their organisation. The questionnaire included a cover letter presenting the research, showing the importance of reading. The questionnaire was distributed to the marked respondents to assess the construct from an organisational point of view.

Types of Questions in a Questionnaire

Durlak and DuPre (2008) identified types of surveys, including eight implementation aspects described for the research. The present is a critical aspect measured by identifying and following purchasing procedures. Quality is how different parts of the programme are aligned; for example, are the first basics of the programme clearly conveyed and appropriately positioned? Observation of the mechanism/assessment environment is the fauna, and the entirety of the facilities are recognised by the clusters; any discrepancies or non-compliance with the procedures or any other alternative service employed are noted. Adaptation is vicissitudes that have been completed by the implementation (any change or reinvention of the plan) in the original programme. Programme diversity is the degree of distinction between the philosophy and practice of a programme of specific applications; it shows how unique the plan is. Dosage is how the innovative programme conveys commitment, quality, and strengths abundantly. The programme range

includes participation rates and programme latitude. The research will examine the frequency of engagement and demonstrative nature of the programme participants. Participant responsiveness is the degree of programme stimulus that engenders or maintains participants' attention (for example, are workers vigilant to these practices during work hours?).

The Questionnaire Distribution Method

Table 3-4 shows the main attributes used to distribute questionnaires to respondents and how each method affects the delivery.

Table *Error! No text of specified style in document.*-18: The Questionnaire Main Attributes

Element	Internet of Things	Mailing	Receiving	Phone-based	Interviewing
Population characteristics suitable for what	A computer literate person who can be contacted via email, internet or intranet	Smart people can be contacted via mail selected based on demographics.		Called persons; are contacted with name, household, organisation	Whoever; nominated by name, house, organisation, on the avenue
Trust that the right person answered	High, using email	Low	Low, but can be controlled while gathering	High-ranking	
Probability of pollution or bias in respondents' responses	Weak	It could be contaminated by consulting with others		Sometimes deformed or embossed by the interviewer	Occasionally polluted with queries or twisted by pollsters
Size of the test sample	Big can be geographically distributed		Depends on the number of field workers	It will depend on the number of questioners	
Expected reaction	Variable amount, 30% acceptable within organisations/across intranets, 11% or less Internet usage	Variable, 30% consistent		High level, 50-70% sufficient	
Reasonable duration of the survey	Conflicting advice; however, fewer 'screens' probably better	6-8 A4 pages		In half an hour	Varies by location
Appropriate types of problems in the question	Closed questions, less complex, complicated sequence of fine IT, great interest for defendants	Narrow questions but too complicated only easy to use sequences must appeal to the applicant		Clear and disabled queries, consisting of questions, complicated order	
Time will be taken to complete the collection	2-6 weeks since allocation (depending on the number of follow-ups)	4-8 weeks from posting (dependent on the number of follow-ups)	It will depend on the sampling count of field staff.	Depends on the sample size of questioners but is less rapid than self-administered for the same sample size	

Table *Error! No text of specified style in document.*-18: The Questionnaire Main Attributes

Element	Internet of Things	Mailing	Receiving	Phone-based	Interviewing
Impact on key economic resources	Website design, although vendors of specialized computerized systems are drastically reducing them	Round-trip postage, copier, clerical support, data input	Operatives, travel, copying, office support, data-input	Correspondents, telephone calls, management support. Copy and enter data when not using CATI. Scheduling, software system or computer if you use CATI	Interviewer's trip, office support. Copier and data entry when not using CAPI. Programmability, programs and the networks when using CAPI
The title role of pollster/sales representative	Nothing		Distribution and assortment of forms to improve respondent partaking	Improving respondent observation, guiding respondents in completing the questionnaire, responding to respondents' questions	
Datapoint response	Typically computerised	Closed-ended questions can be designed so that responses can arrive via ocular tag readers after the survey is returned		Answering all inquiries recorded during the survey period using CATI	Answers to all questions can be entered in the collection phase via CAPI
Source: Saunders et al. (2009)					

The research selects one or more of these methods to distribute the questionnaires and, if necessary, carry out follow-up actions (Sunarya et al., 2018). Table 3-4 shows the distribution and management of the questionnaire, listing the positive and negative aspects of using each method and applying it in different scenarios.

Data Analysis Procedure

The research used MS-Excel and R software when analysing the survey data. While MS Excel was used to summarise the questionnaire results, further processing to test the hypothesis was mainly done in R. MS-Excel helps consolidate the data by organising the data obtained from the survey and making input comfortable in SPSS (Elliott et al., 2006).

R programming is widely accepted in large companies and technical industries. The research chose this because it is very advanced and convenient to convert MS-Excel data into the analytical framework (Davies, 2011). R programming provides graphs with more analytical capabilities than the tabular format of other tools designed for hypothesis testing; the research applied the ANOVA, correlation, and regression tests. R programming is a versatile package where analysis and data transformation are simple and appropriate to accomplish the purpose. With the help of the analysis of subsidiaries and autonomous variables or interpretation of ANOVA, the achievement of results becomes error-free.

Applied Tests

The research performed several tests for the survey, such as reliability tests, frequency analyses, and correlation tests (Fowler, 2013). The reliability test verified the repeatability of the information gathered by Botswanan government officials for tabulation and ANOVA interpretation. Frequency analysis helps understanding how often an opinion has appeared in the test. It serves as confirmation and indicates how many events occurred in the test. The researchers used a frequency analysis tool to understand SCMPs and their effectiveness, which helped make the results safe. Correlation analysis is useful for understanding the relationship between dependent and independent variables (Senthilnathan, 2019).

In contrast, correlation analysis of information relativity is used in this research to understand the authenticity of the results. The research also used the ANOVA correlation test to determine the correlation between addiction and arguments. The degree of correlation is roughly divided into positive, negative or none, thereby determining two research variables and their degree of association (Headrick, 2016), validity, reliability, the authenticity of the research:

A reliability test is very important in research because it shows the extent to which the test results are unaffected by the unforeseen situations of the assessment and autonomous. Reliability measures the consistency of the test and its repeatability, while the quantitative analysis collects large amounts of statistical data. Errors can occur in such a research pattern, and therefore only reliable findings need to be taken into account (Mohajan, 2017). A reliability test for research is very important for error-free results. To test the reliability of the results, it is important to use objective questions, comprehensive data, and tables to collect the data. The tabular representation shows the repeatability in a much simpler form. In quantitative analysis, it is important to check the reliability with the help of MS-Excel and ANOVA to investigate.

Example of reliability

This process makes the analysis less error-prone and ensures the reliability of the test. The survey data was originally recorded in MS-Excel spreadsheets. The tabular representation helps understand the overall assessment of the data collected quickly. In addition, the research also used R software to establish the reliability of the results. R helped in extensive detailed research on the survey data and to obtain the data graphically. With the help of confirmation from repeated tests, the research determined the reliability of the results. Validity helps to understand the accuracy of the test results (Nassaji, 2015), and validity tests prevent the research results having errors in the data and remove doubts and uncertainties regarding the authenticity of the findings. Homogeneity helps understand if the test results are one-sided and influenced by similar tastes or preferences. Convergence is a research instrument that measures concepts that are like other instruments, while theoretical evidence shows whether results are consistent with theoretical evidence available from scientific articles, theories, or models.

Validity in the research on SOEs of Botswana

To ensure that this is truly unbiased research, the study also divided the target population into three groups: public sector workers, parastatal agencies, and government agencies. The sample included civil servants from all three groups with professional experience of more than five years. Young workers with five years or more of professional know-how were included within the study to prove the validity again, and to avoid homogeneity of the test, middle-aged employees and executives about to retire were included.

Hypothesis derivation

The current research pursued testing of the assumption that the available amount of data is insufficient to prove this hypothesis. This test is the most widely used theory on the subject. The association is best determined by analysing the following hypotheses:

- H1 Strategic supplier relationship practices do not keep all the members informed during its implementation
- H2 Customer relationship management practices do not have a significant influence in achieving customer satisfaction
- H3 The practice of sharing information by updating all changes along the supply chain has no significant impact on the company's success
- H4 The quality of information does not contribute significantly to building trust between the partners in the supply chain.
- H5 Internal lean practices do not have a significant contribution to the achievement of objectives shared among the customers and the public sector
- H6 Postponement practices do not have a significant contribution towards the reduction of waste and save costs in the public sector

Ethical considerations

In conducting the survey, several possible mechanisms for explaining ethical considerations were considered, and the confidentiality and autonomy of the respondents were respected. The members were educated about the nature and usefulness of the research, and

their consent was duly obtained through a consent form written in understandable and simplified English through the Google form. Consent informs participants of their rights, autonomy, and purpose of the research and the confidentiality clause that covers the process. After employees from Botswanan government organisations received employee approval, they were sent a survey email with a comfortable timeframe for completion.

Data analysis method

As stated in the discussion above, the study is influenced by many factors to examine the implementation of SCMP in Botswana and focusses on using quantitative and qualitative methods for exploration. The descriptive and hypothetical analysis methods are used to formulate the quantitative basis of the study. Using the R language as an analysis tool, the study first examines the questionnaire efficiency. This descriptive analysis is performed using the frequency analysis method to examine the demographics and background of the respondents by indicating the respondents' perception of the implementation of SCMP in their organisation. In addition, the descriptive analysis uses the reliability analysis method, the Cronbach alpha test, to determine the quantitative efficiency of the study. Here the reliability of the results is confirmed, and the respondents' perception is finally checked to achieve the goals. Similar to the pilot study, first, the descriptive analysis method with frequency analysis helps better understand respondents' perceptions. After the basic analysis is completed, the statistical analysis method performs the hypothetical test. Here, a descriptive analysis with central tendency and dispersion methods is first carried out to reflect the perception of the majority of the respondents. This is followed by the main analysis, which performs a stability analysis of the data using a normality test. Furthermore, the required hypothesis test is performed by examining the link, while the correlation analysis and regression analysis help determine the impact. Therefore, the study used the basic descriptive analysis methods and complicated statistical analysis methods, such as normality, correlation and regression, to determine the scope of SCMP implementation in Botswanan SOEs.

CHAPTER SUMMARY 3

This chapter was concerned with the methodology and methods used to investigate the problem. The research work is based on qualitative and quantitative analyses to achieve the research objectives. In short, to collect data from literature reviews, scientific articles, and statistical analysis, the questionnaire was used as a survey tool which was sent to the respondents electronically. The chosen research methodology helped understand and interpret the research question in the given time frame. For the same reason, the efficiency and reliability of the data were paramount to completing the research effectively, and ethical considerations were always at the fore in conducting the survey.

This chapter summarises the methodology used in the research, including the survey design as well as describes the questionnaire, detailing the nature of the questions and the sampling method. Furthermore, the population size is discussed in this chapter, including the method of distribution.

Finally, the sample questionnaire is attached as a draft. These questions will lead to answering the hypotheses to be tested from the tested SCMBPs. However, not all practices were selected; the study only answers the six best practices for SC management. Further inquiry is necessary to develop a balanced view and outcomes from a different perspective in implementing the SCMBPs.

The results can reveal further challenges in implementing SCMBPs, considering that different organisations are interested in different SCMBPs to operate their businesses at different levels. However, none of the SCMBPs is more critical than the others, and the research puts this into perspective when assessing the implementation of the practices.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

Introduction to data processing

SC management has built a reputation on competitive advantage for businesses. It is particularly relevant for public sector organisations as a competitive advantage can help reduce waste and inefficiencies. It also affects the quality of services and improves

service delivery (Setino & Ambe, 2016). In this regard, the current research explores the desired level of implementation of SCMPs in Botswanan SOEs by assessing their sub-components.

To this end, pilot tests have been carried out. Pilot trials include small preliminary studies examining the feasibility of the key research. The experimental survey selected a sample size of 23 civil servants with experience in working in energy companies, government agencies, semi-governmental organisations, or the public sector. The testing was carried out by employing frequency analysis for demographic and background questions. When analysing the perception of public sector employees, the inference section is performed using the Cronbach alpha test. Following the pilot research, the problems of the instruments was addressed and finally tested on 229 employees. The collected demographic data and background were analysed using frequency analysis. Statistical methods were used for interpretation, and finally, the data were analysed using descriptive analysis, normality testing, correlation and regression with R language for the inference section. Hence, with their statistical investigation, this research focusses on achieving research goals and obtaining adequate information about SCMPs in Botswanan SOEs.

Quantitative Analysis

The present work is based on mathematical-statistical modelling of the quantitative analysis to achieve research goals. The technique helps the researcher understand the phenomenon's behaviour and establish a relationship between them. Here, the numerical data are examined by statistical evaluation of the relationship between dependent and autonomous variables that make relevant predictions about the influence of one variable on other variables (Bryman & Bell, 2015). Therefore, analysing the scope of SCMP in Botswana SOEs, the subsections below include demographic analysis, background analysis, and inference tests to assess the various sub-components.

Pilot Testing

Pilot tests are performed before the final research to test research protocols. They enable the researcher to analyse the sample's data collection tools and recruitment strategies. Pilot tests also make it possible to identify potential problem areas in the protocol before conducting extensive research. Twenty-three employees with experience in working in energy companies, authorities, semi-governmental organisations, or the public were selected for the pilot research. An analysis based on their demographics and background is presented in this research. The reliability analysis for the questionnaire is also shown, employing the Cronbach alpha test for the inferential analysis.

Demographic Analysis

The data collected from 23 respondents are analysed to reveal the demographics of the participants in the pilot survey. However, it also allows the researchers to gather and examine information based on the respondents' backgrounds. The data for the demographic analysis are examined using the frequency analysis method and are listed in Table 4-1.

Table **Error! No text of specified style in document.**-19: Frequency Table on Region

Region	Frequency	Percent
Northern	5.00	21.70
Southern	18.00	78.30
Total	23.00	100.00

Region representation

Based on the region to which the respondents belong in Botswana, Figure 4-1 shows the frequency analysis.

Figure ***Error! No text of specified style in document.***-20: Demographic Analysis of Region

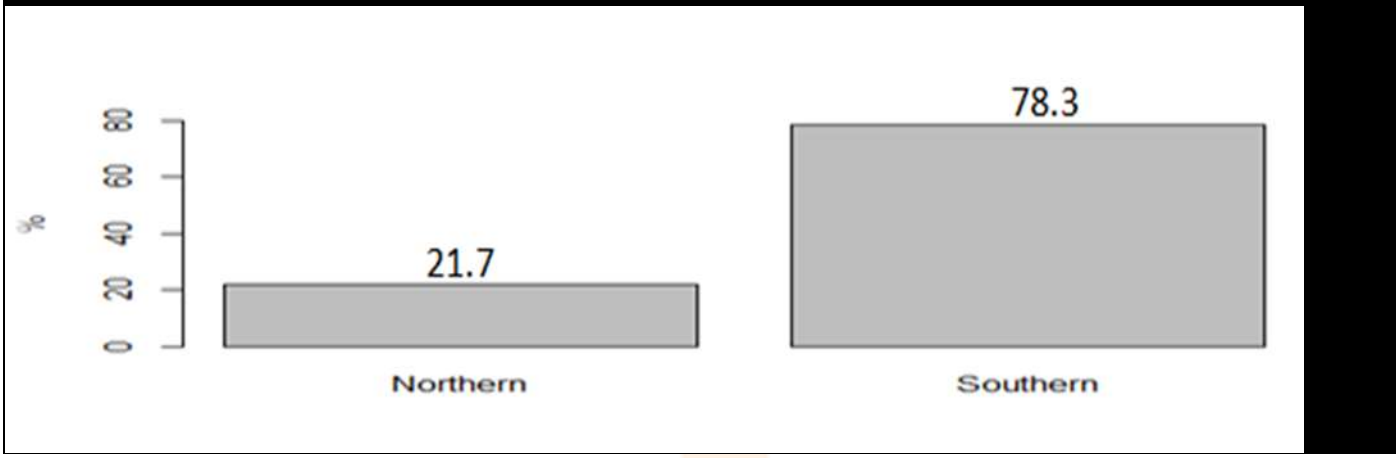


Figure 4-1 shows that the maximum respondents are from the southern region of Botswana, making up 78.3% of the population surveyed for the pilot tests. On the other hand, the remaining population or 21.7% of the surveyed belong to the northern region of Botswana.

Participants' age group

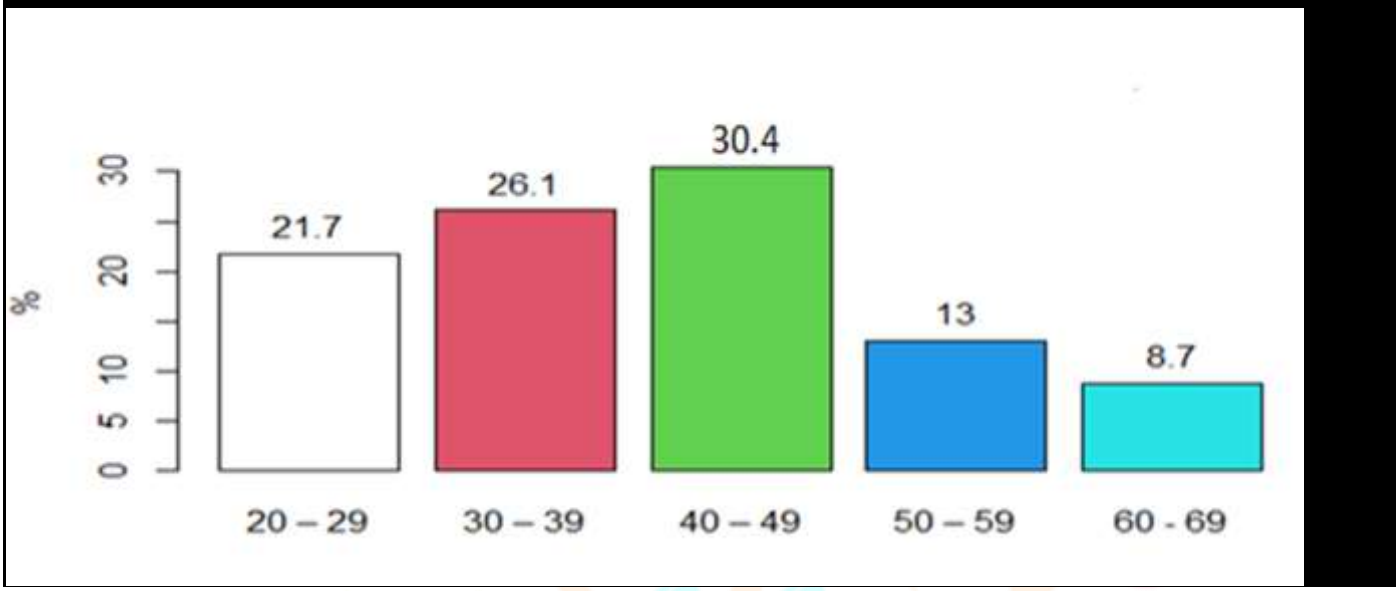
The sample population was also interviewed to understand the respondents' age group. Upon completing each task, the frequency distribution was used to analyse the data collected by the 23 participants in the pilot study, as shown in Table 4-2.

Table **Error! No text of specified style in document.**-20: Frequency based on Age Group

Age Group	Frequency	Percent
20 – 29	5.00	21.70
30-39	6.00	26.10
40-49	7.00	30.40
50-59	3.00	13.00
60-69	2.00	8.70
Total	23.00	100.00

The results show that based on the age group of the respondents, a maximum of 30.4% belong to the 40 to 49-year-old age group, followed by 26.1% belonging to 30 to 39-year-old age group, 21.7% to the age group between 20 to 29 years, 13% to the 50 to 59 years, and 8.7% of the respondents belonged to the age group between 60 to 69 years, as shown in Figure 4-2.

Figure *Error! No text of specified style in document.*-21: Demographic Analysis on Age



Gender distribution

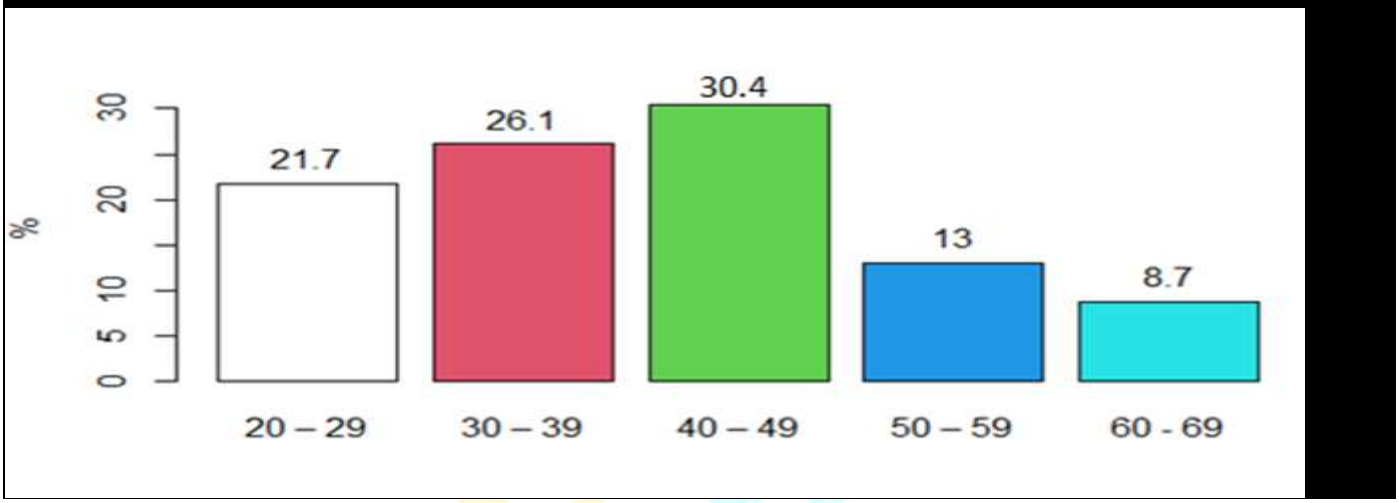
To better understand the demographics of the respondents, the gender of the employees was analysed and are shown using the frequency Table 4-3.

Table **Error! No text of specified style in document.**-21: Frequency Table Based on Gender

Gender	Frequency	Percent
Female	7.00	30.40
Male	13.00	56.50
Prefer not to say	3.00	13.00
Total	23.00	100.00

The results show that based on the gender of the participants in the pilot survey. The respondents were allowed to choose between female, male and prefer not to say. The results show that the maximum number of respondents (56.5%) were male, 30.4% were female, and 13% preferred not to say. Figure 4-3 shows the gender demographic analysis.

Figure *Error! No text of specified style in document.*-22: Demographic Analysis Testing Based on Gender



Educational Background

In addition, the respondents were analysed according to their educational background. The respondents' educational background was considered an indication of their job title. The result of the collected data is shown in the frequency table, Table 4-4.

Table **Error! No text of specified style in document.**-22: Frequency Table Based on Educational Background

Educational Background	Frequency	Percent
Graduate	8.00	34.80
High School	3.00	13.00
Postgraduate	8.00	34.80
Undergraduate	4.00	17.40
Total	23.00	100.00

Figure *Error! No text of specified style in document.*-23: Demographic Analysis on Educational Background

Figure 4-4 shows that the maximum number of respondents (34.8%) of those enrolled for the pilot tests were either postgraduate, 34.8% were graduates, 17.4% undergraduates, and 13% had a high school diploma.

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Professional Experience

The profiles for the participants in the pilot survey was also created by asking about their professional experience in energy companies, under authorities, in semi-public organisations or in the public sector. The respondents are listed in Table 4-5.

Table **Error! No text of specified style in document.**-23: Frequency Table based on Professional Experience

Professional Experience	Frequency	Percent
5 and below	5.00	21.70
6 -10 Years	4.00	17.40
11 - 15 years	5.00	21.70
16 - 20 years	4.00	17.40
21 - 25 years	2.00	8.70
26 - 30 years	2.00	8.70
31 and above	1.00	4.30
Total	23.00	100.00

Table 4-5 shows that the maximum number of participants (21.7%) had less than five years' experience, 21.7% had 11 to 15 years of experience, 17.4% of them had 6 to 10 years' experience, 17.4% had 16 to 20 years of experience, 8.7% had 21 to 25 years' experience, and 8.7% of the respondents had 26 to 30 years of experience. A small percentage (4.3%) had 31 years of experience or longer; Figure 4-5 visualises this data.

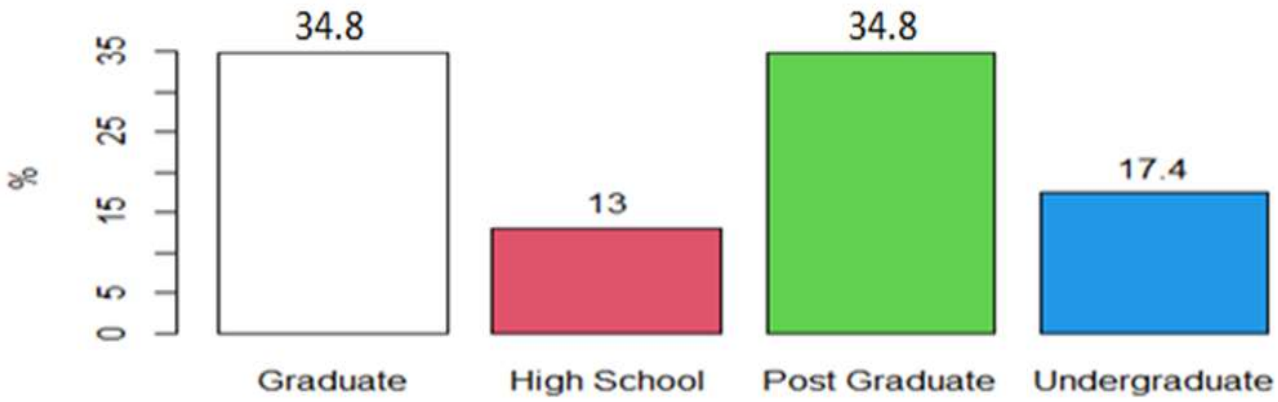
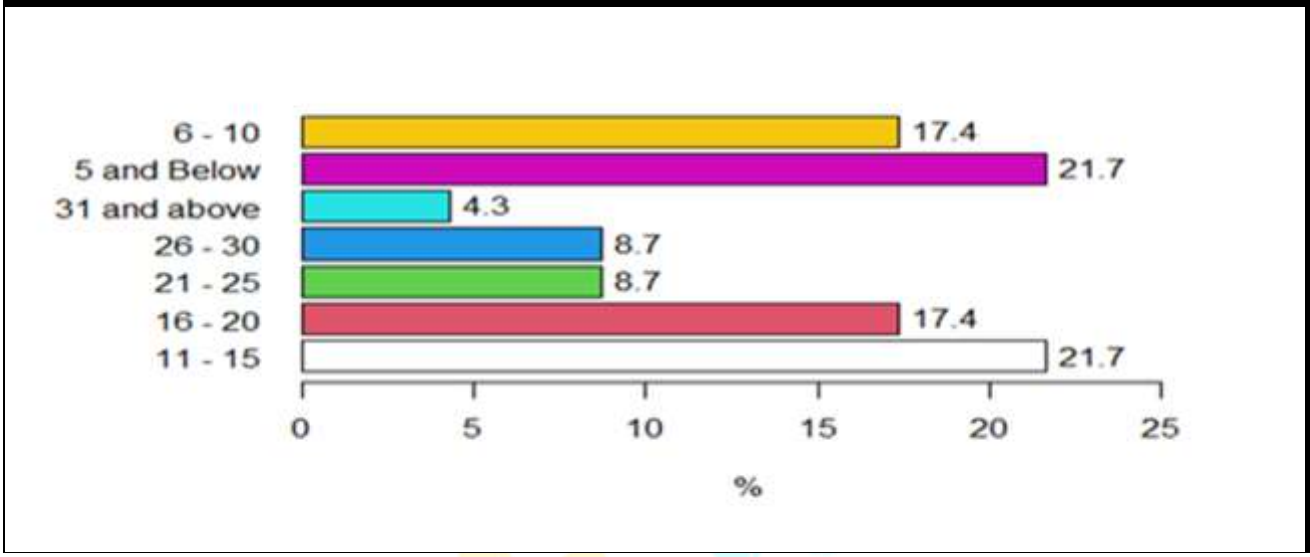


Figure *Error! No text of specified style in document.*-24: Demographic Analysis on Professional Experience



Rating SCMP in Botswana state-owned enterprises

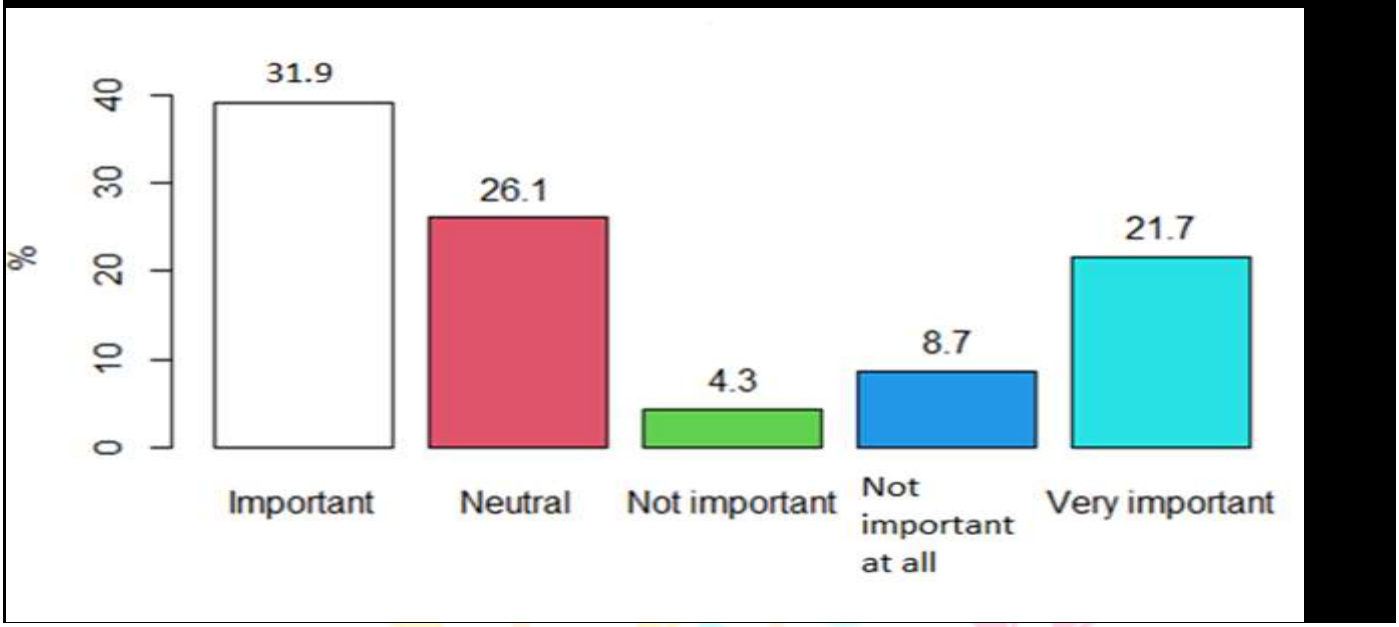
The participants in the pilot survey were asked how important they consider SCMP to be in their organisation. The responses generated by 23 participants were analysed using the frequency analysis method, the results of which are shown in Table 4-6.

Table **Error! No text of specified style in document.**-24: Frequency Table Based on SCMP Rating

SCMP Rating	Frequency	Percent
Important	9.00	39.10
Neutral	6.00	26.10
Not important	1.00	4.30
Not important at all	2.00	8.70
Very important	5.00	21.70
Total	23.00	100.00

The results show that a maximum of 39.1% of the participants in the pilot survey rated SCMP as important, followed by 26.1% who had a neutral opinion, 21.7% of them rated SCMP as very important, and 8.7% felt it was not important at all, and very few of the respondents (4.3%) thought it was unimportant (Figure 4-6).

Figure *Error! No text of specified style in document.*-25: Demographic Analysis for Pilot Testing Based on SCMP Rating



Length of Work in Organisation

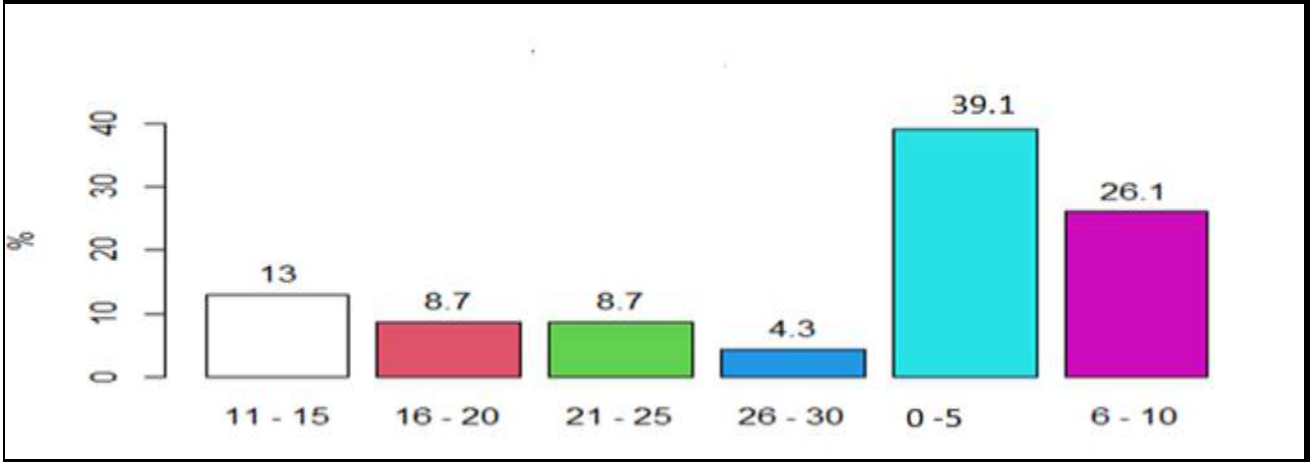
The time an employee has worked with the organisation shows the person's knowledge of business policy and working. Therefore, the frequency analysis shown in Table 4-7 helps understand employee working hours.

Table **Error! No text of specified style in document.**-25: Frequency Table based on the Length of Work in Organisation

Length of Work in Organisation	Frequency	Percent
5 and below	9.00	39.10
6–10 Years	6.00	26.10
11–15 years	3.00	13.00
16–20 years	2.00	8.70
21–25 years	2.00	8.70
26–30 years	1.00	4.30
Total	23.00	100.00

The results suggest that the maximum number of respondents (39.1%) in the pilot survey have been with the company for less than five years. About 26.1% of them have been associated with an organisation for 6 to 10 years, 13% have been working in the organisation for 11 to 15 years, 8.7% of them have been with the company for 16 to 20 years, 8.7% of respondents have been with the company for 21 to 25 years, and 4.3% have been with their organisation for 26 to 30 years, as shown in Figure 4-7.

Figure Error! No text of specified style in document.-26: Demographic Analysis on the Length of Work in Organisation



Managerial Experience

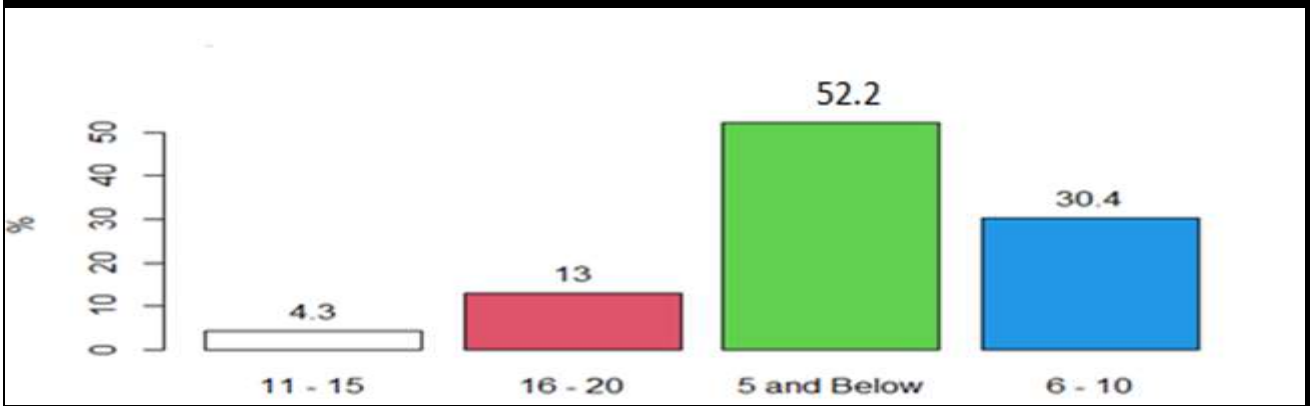
The questionnaire also asks how long the respondents had spent in gaining management experience. The data collected from the respondent is shown in the frequency table, Table 4-8.

Table Error! No text of specified style in document.-26: Frequency Table Based on Managerial Experience

Managerial Experience	Frequency	Percent (%)
5 and below	12.00	52.20
6–10 Years	7.00	30.40
11–15 years	1.00	4.30
16–20 years	3.00	13.00
Total	23.00	100.00

Figure 4-8 shows that a maximum of 52.2% of respondents had leadership experience of 5 years or less, while 30.4% have been in the position for a period of 6 to 10 years, and 13% have leadership experience of 16 to 20 years, and 4.3% have had leadership experience for 11 to 15 years.

Figure Error! No text of specified style in document.-27: Demographic Analysis on Managerial Experience



Designation in organisational structure

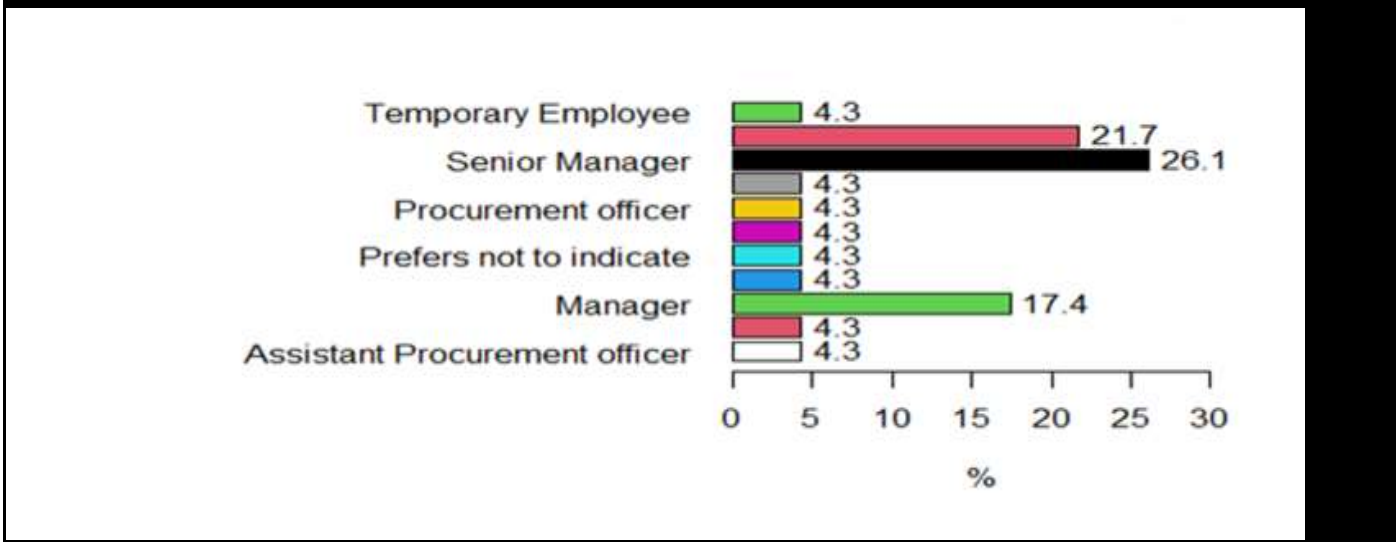
The appointment of an employee determines access to information and knowledge about the practices implemented in the organisation. Table 4-9 provides a frequency analysis for the respondents' designations to understand their perceptions better.

Table **Error! No text of specified style in document.**-27: Frequency Table Based on Designation

Designation	Frequency	Percent
Assistant Procurement officer	1.00	4.30
Consultant	1.00	4.30
Manager	4.00	17.40
Officer	1.00	4.30
Prefers not to indicate	1.00	4.30
Procurement Intern officer	1.00	4.30
Procurement officer	1.00	4.30
Senior Consultant	1.00	4.30
Senior Manager	6.00	26.10
Supervisor	5.00	21.70
Temporary Employee	1.00	4.30
Total	23.00	100.00

The results show that a maximum of 26.1% of the population are senior managers, 21.7% are supervisors, followed by 17.4% managers and 4.3% assistant procurement consultants, officers who prefer not to be specified, procurement internship representatives, procurement representatives, senior consultants, and temporary workers (Figure 4-9).

Figure ***Error! No text of specified style in document.***-28: Demographic Analysis on Designation



Future Personal Interview

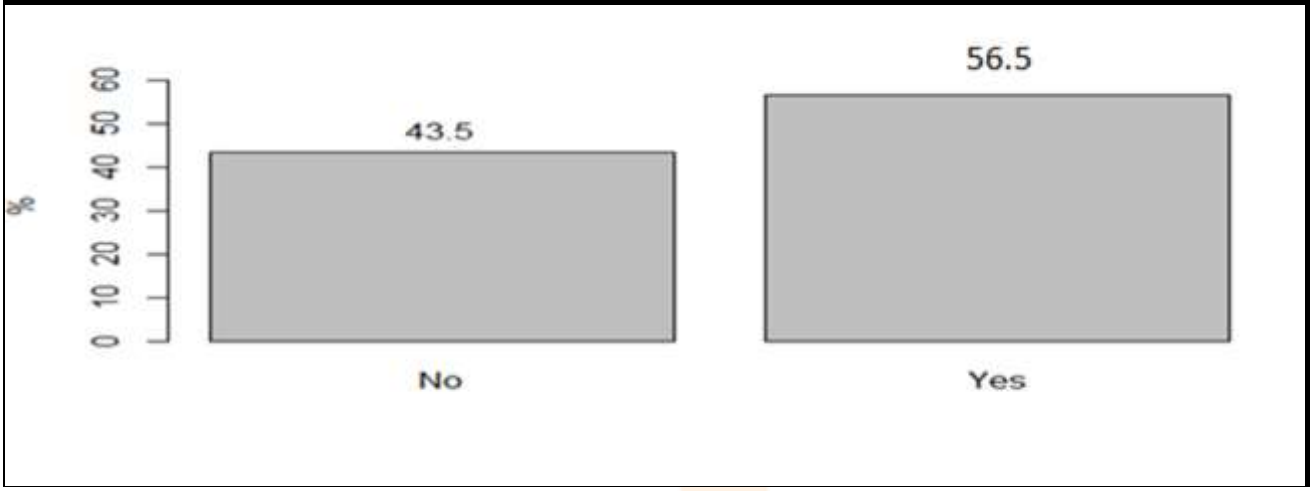
The demographic part of the questionnaire also asked about availability for future personal interviews. The responses from the 23 participants in the pilot survey are listed in a frequency table, Table 4-10.

Table **Error! No text of specified style in document.**-28: Frequency of Availability for Future Personal Interview

Future Personal Interview	Frequency	Percent
Yes	10.00	43.50
No	13.00	56.50
Total	23.00	100.00

The results suggest that a maximum of 56.5% participants in the pilot survey agreed to be available for a face-to-face interview, while 43.5% declined the face-to-face interview, as shown in Figure 4-10.

Figure ***Error! No text of specified style in document.***-29: Demographic Analysis on Availability for Future Interview



Organisation type

As the survey is based on significant inquiry to gauge the application of SCMBP in public sector organisations, the data gathered from the respondent are listed in a frequency table, Table 4-11.

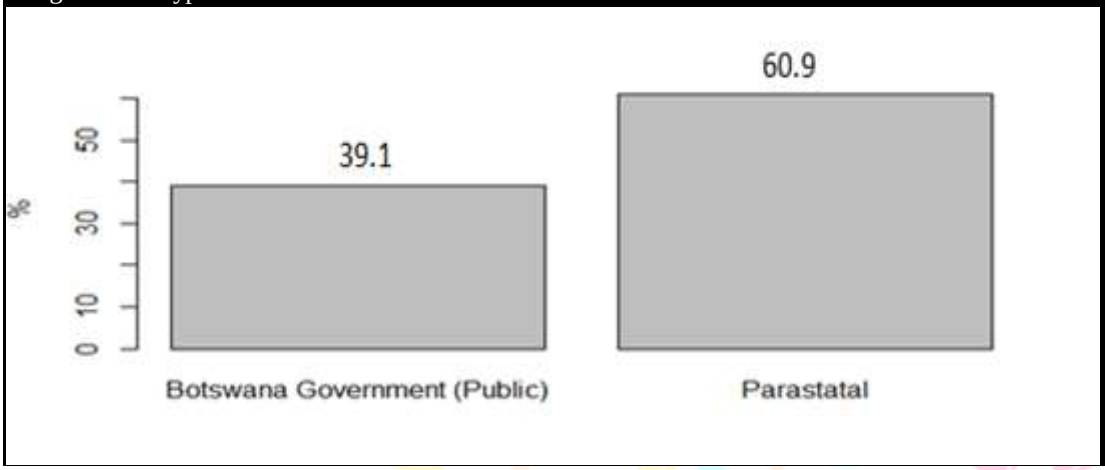
Table **Error! No text of specified style in document.**-29: Frequency table on organisation type

Organisation Type	Frequency	Percent
Botswana Government (Public)	9.00	39.10
Parastatal	14.00	60.90
Total	23.00	100.00

The results show that a maximum of 60.9% work in semi-governmental organisations and 39.1% work in public companies or with the Botswanan government. The demographic survey of the participants in the pilot survey shows that the maximum number of respondents came from the southern region, were in the age group 40 to 49 years, male, and were either graduates or postgraduates. About work experience, most of the respondents were employed by semi-public organisations, rated SCMP as important, had an experience of 5 years or less, have been with the company for less than 5 years, had management experience of 5 years or less, have

held a position as a senior manager, and were available for future personal interviews. Figure 4-11 shows the demographic analysis of the organisation type.

Figure *Error! No text of specified style in document.*-30: Demographic analysis on organisation type



Background analysis

With the information on the demographics of the respondents, it is imperative to measure the respondents' understanding of the topic under study. For this purpose, the data collected from the participants in the pilot survey are presented in the following sections.

Degree of implementation of SCM effects on company profit

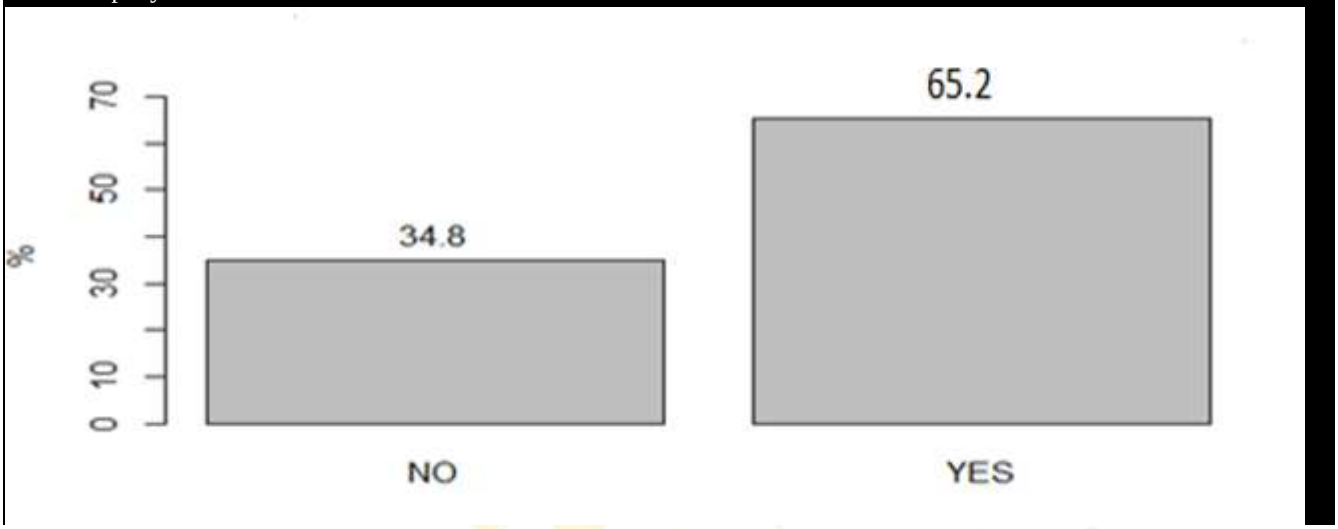
Respondents were also interviewed about their degree of implementing SCMBPs that affected corporate profits. The polar question was framed with a yes or no answer to gather information about the SCM implementation status. The data collected from the respondents is shown in the frequency table, Table 4-12.

Table *Error! No text of specified style in document.*-30: Degree of implementation of SCM effects on Company Profit

Level of Implementation of SCM impact on organisational profit	Frequency	Percent
No	8.00	34.80
Yes	15.00	65.20
Total	23.00	100.00

The results show that the maximum number of respondents in the pilot survey (65.2%) answered ‘yes’ to implementing SCMBP that affect the business bottom line, while 34.8% of respondents disagreed (Figure 4-14).

Figure Error! No text of specified style in document.-31: Degree of Implementation of SCM effects on Company Profit



The status of SCM practices in the organisation is highly visible

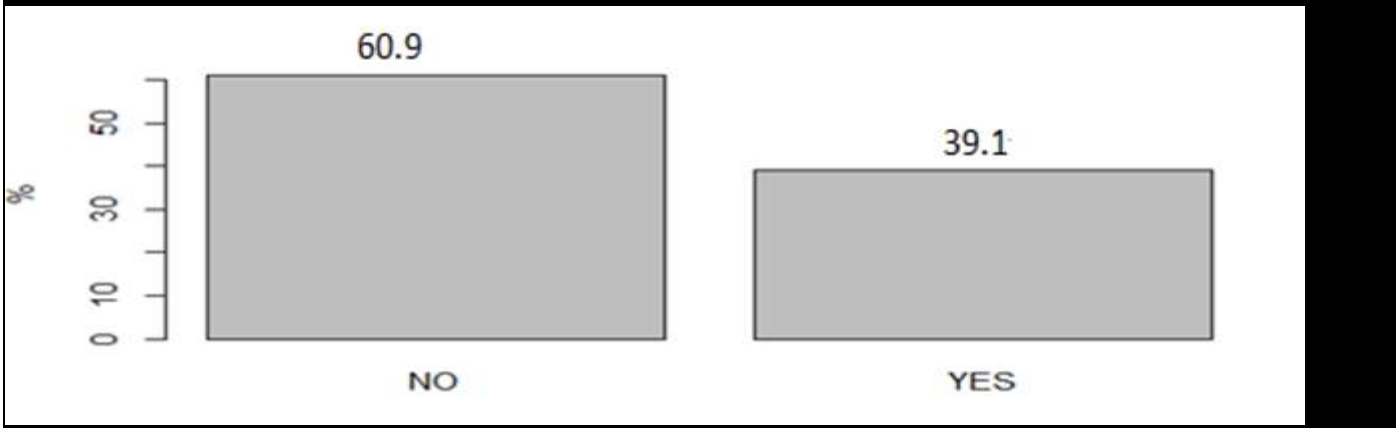
Although generating lots of data is useful to learn more about the status of SCMPs in Botswanan SOEs, the pilot participants were asked to answer yes or no about the status of SCMPs in the organisation. The answers are shown in the frequency chart of Table 4-13

Table Error! No text of specified style in document.-31: Status of SCM practices

Status of SCM practices in the organisation	Frequency	Percent
No	14.00	60.90
Yes	9.00	39.10
Total	23.00	100.00

Demographic analysis based on a pilot study of the status of SCMPs in the organisation shows that a maximum of 60.9% of respondents answered 'no' to the question while 39.01% answered 'yes' (Figure 4-13).

Figure Error! No text of specified style in document.-32: Status of SCM Practices



Implementation of SCMBP in this organisation

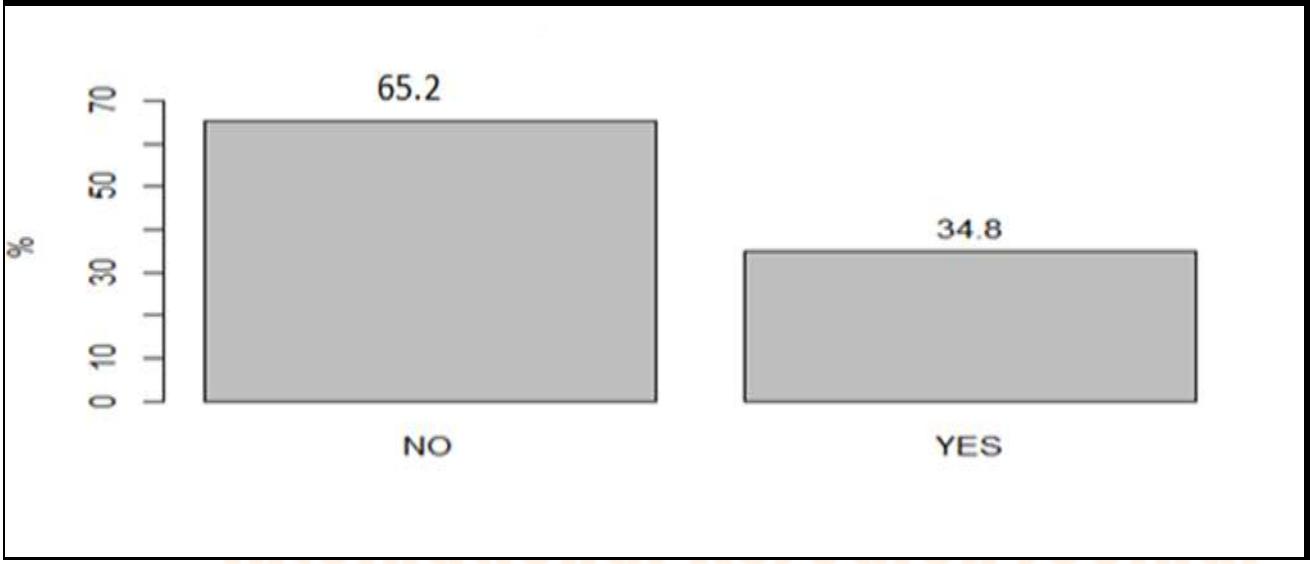
Respondents were asked if they had experienced SCMBP for further pilot testing in their organisations, the data of which is show in Table 4-14.

Table **Error! No text of specified style in document.**-32: Implementation of SCM best practices

Implementation of SCMBP	Frequency	Percent
No	15.00	65.20
Yes	8.00	34.80
Total	23.00	100.00

The above results suggest that the maximum number of respondents (65.2%) of the pilot survey participants disapproved SCMBP in their organisations, while 34.8% answered 'yes' to the question, as shown in Figure 4-14.

Figure ***Error! No text of specified style in document.***-33: Implementation of SCM best practices



Strategic effect of SCM on organisational achievement of objectives

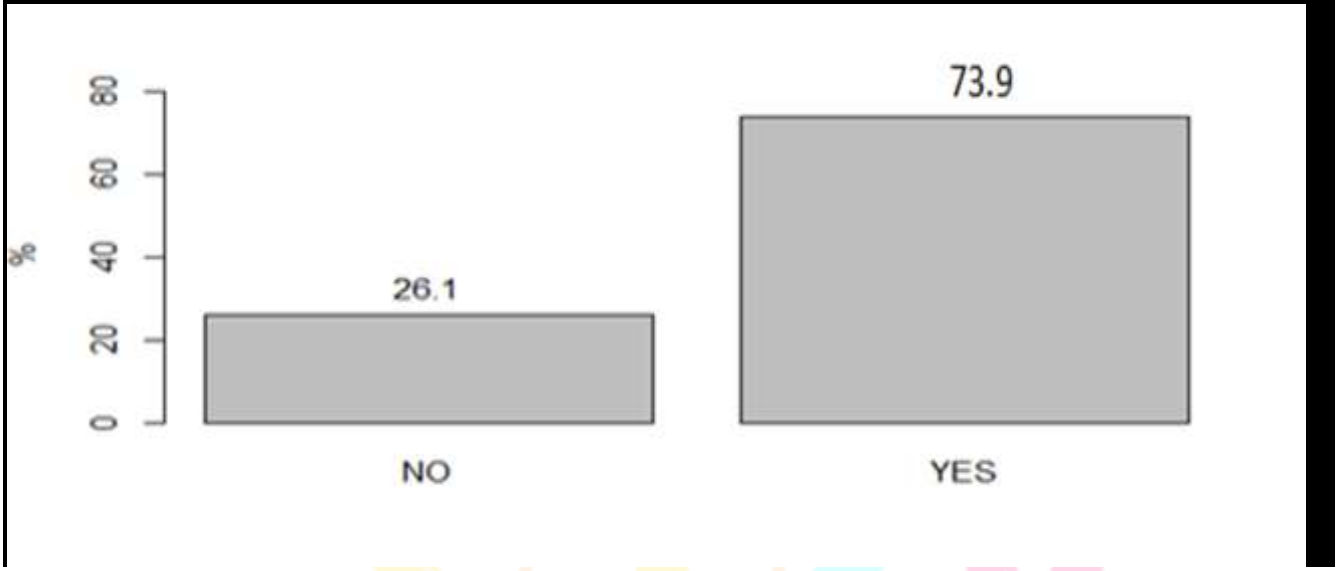
The participants in the pilot were further asked if they believed that the SCMPs strategically influenced the achievement of the company's goals. The collected responses are provided in Table 4-15.

Table ***Error! No text of specified style in document.***-33: Strategic effect on the Organisation in Achieving its Objectives

Strategic Effect of SCM on organisational achievement of Objectives	Frequency	Percent
No	6.00	26.10
Yes	17.00	73.90
Total	23.00	100.00

The pilot tests surveyed the participants regarding strategic impact of SCM on the organisation in achieving its goals, and it emphasised that 73.9% agree with the idea, while 26.1% stated that they do not see the strategic impact of SCM on achieving the company's goals.

Figure *Error! No text of specified style in document.*-34: Strategic Impact of SCM on the Organisation in Achieving its Objectives



Challenges in implementation of SCMBPs

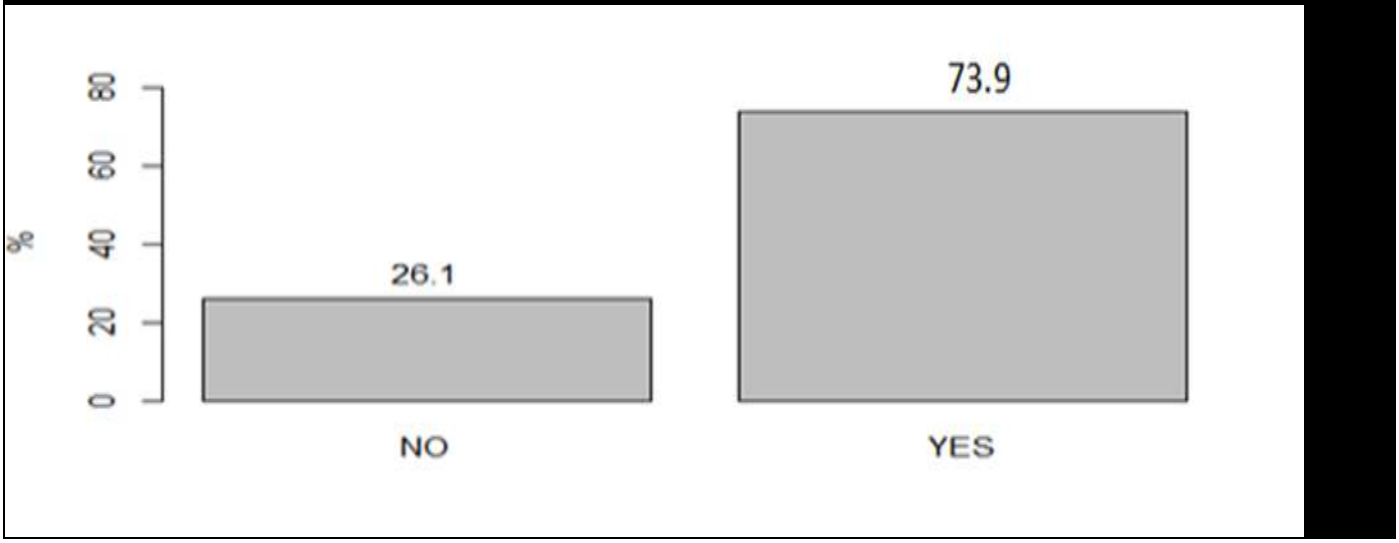
The pilot survey participants were asked if they believed issues in their organisation affected SCMBP implementation. The data collected is shown in Table 4-16.

Table *Error! No text of specified style in document.*-34: Challenges in Implementation of SCMBP

Challenges in implementation of SCM Best Practices	Frequency	Percent
No	6.00	26.10
Yes	17.00	73.90
Total	23.00	100.00

The results show that the maximum number of respondents (73.9%) of the pilot survey perceived that there were issues that affect the implementation of SCMBP in an organisation, while 26.1% disagree with implementing SCMBP in their company (Figure 4-16).

Figure *Error! No text of specified style in document.*-35: Challenges in Implementation of SCMBP



The background analysis of the participants in the pilot survey shows that SCMBPs are not very visible in their organisation. However, they agreed that SCMPs strategically impact the organisation in achieving its goals, and some issues affect the SCMBP.

Inferential Analysis

Inferential analysis helps estimate a survey population using statistical methods to draw conclusions and present results on the topics under study. It also allows you to identify relationships or patterns based on the survey samples analysed to infer trends over a significantly large population. The inference analysis has been used to conduct a reliability analysis with the Cronbach alpha test on the following parameters in the current research.

Strategic Supplier Relationship Practices Implementation

The questionnaire asks about implementing SSRPs, and the reliability test is first conducted based on statements representing them. All statements considered for SSRPs and their effects are coded to examine practices better and reduce complexity through long statements. Table 4-17 shows the coded responses for each variable.

Table *Error! No text of specified style in document.*-35: Strategic Supplier Relationship Practices Implementation

Statements	Code
Strategic supplier relationship practices keep all members informed during implementation	SSRP
Services are based on a few reliable suppliers	SSRP1
Services are dependent on several high-quality vendors	SSRP2
Services are only associated with the highly qualified supplier through the selection	SSRP3
Long-term relations with suppliers are significant	SSRP4
Betterment of providers has contributed to the product/service quality	SSRP5
Most important suppliers participating in continual enhancement programs	SSRP6
Planning and goal setting activities conducted with critical suppliers	SSRP7
There is cross-functional team building in the product/service design phase	SSRP8
ISO certification is a criterion for the selection of suppliers	SSRP9
Problem-solving involves suppliers in all phases	SSRP10

Table 4-17 shows the coding for all instructions. Further analysis of the efficiency could thus be carried out here, considering the coded variables. A Cronbach alpha test-based assessment was carried out for the collected dataset to ensure that the correct information about the reliability is derived. The outcome of the analysis is listed in Table 4-18.

Table *Error! No text of specified style in document.*-36: Reliability Test for Strategic Supplier Relationship Practices

Statement	Cronbach's alpha if the item is deleted	Its Cronbach's alpha
SSRP	0.90	0.92
SSRP1	0.92	
SSRP2	0.90	
SSRP3	0.91	
SSRP4	0.91	
SSRP5	0.93	
SSRP6	0.90	
SSRP7	0.90	
SSRP8	0.90	
SSRP9	0.90	
SSRP10	0.93	

The results show that the statements on implementing SSRPs in the public sector and semi-public organisations in Botswana have an overall Cronbach alpha value of 0.92. Since the value achieved is above the required value of 0.7, it can be said that the statements are overall effective enough to represent statements about the implementation of SSRPs. The reliability analysis further analyses the item-wise Cronbach's alpha value to understand the effectiveness of each statement. For the SSRP, SSRP1, SSRP2, SSRP3, SSRP4, SSRP6, SSRP7, SSRP8, and SSRP9 instructions, the values were 0.90, 0.92, 0.90, 0.91, 0.91, 0.90, 0.90, 0.90 and 0.90, respectively. These values are equal to or less than Cronbach's total alpha value of 0.92, thereby showing that their exclusion from the model would lead to a decrease in reliability. However, the SSRP5 and SSRP10 instructions values were 0.93, making the instructions less effective. However, since the value is close to 0.92 of the total Cronbach value, the statements could be further analysed.

Customer Relationship Management Practices Implementation

CRM practices influence the achievement of customer satisfaction (Frey et al., 2013). This is achieved through fair treatment of suppliers, the universality of treatment and performance measurement. This section analyses some of the contributing statements representing customer practice management. For testing the efficiency of the statement, there is a need to reduce and simplify the complexity of long sentences. For this purpose, all statements of CRM practices and aspects that determine their influence on customer satisfaction are coded. Table 4-19 shows the coded statements.

Table *Error! No text of specified style in document.*-37: Customer relationship management practices

Statements	Code
Customer relationship management practices influence the achievement of customer satisfaction	CRMP
All suppliers are treated fairly in procurement	CRMP1
Supplier performance applied to all suppliers	CRMP2
There is always feedback round with suppliers	CRMP3

Table *Error! No text of specified style in document.*-37: Customer relationship management practices

Statements	Code
Customer satisfaction forms the basis for the provision of services	CRMP4
Customer expectations are always determined beforehand	CRMP5
The customer's ability to assess their needs is determined	CRMP6
Customer complaint assessments are carried out at all levels of the supply chain	CRMP7
The relationship with customers is very important	CRMP8

In Table 4-19, coding the performance analysis of each of the statements could be continued further. Nevertheless, the reliability test was carried out using the Cronbach alpha method. The test shows how narrow the associated set of variables is as a group, as shown in Table 4-20.

Table *Error! No text of specified style in document.*-38: Reliability test for customer relationship management practices

Statement	**In case Cronbach's alpha item is deleted**	**Its Cronbach's alpha**
CRMP	0.93	0.95
CRMP1	0.94	
CRMP2	0.93	
CRMP3	0.95	
CRMP4	0.95	
CRMP5	0.95	
CRMP6	0.94	
CRMP7	0.94	
CRMP8	0.93	

Table 4-20 shows that the total Cronbach score for CRM practice statements is 0.95, higher than the minimum reliability score of 0.7. Since the statements together meet the required criteria of the entire Cronbach values, the statements are effective enough to represent CRM practices. In addition, an investigation of the item-by-item reliability was also carried out in the present research. Furthermore, the assessment of each of these statements describing CRM practices was carried out based on the individual Cronbach alpha value. The article-related Cronbach alpha values for CRMP, CRMP1, CRMP2, CRMP3, CRMP4, CRMP5, CRMP6, CRMP7 and CRMP8 are 0.93, 0.94, 0.93, 0.95, 0.95, 0.94, 0.94 and 0.93, respectively. When the element is deleted for all Cronbach alpha value variables, it is either less than or equal to the entire Cronbach alpha value. Thus, these statements are efficient enough, and eliminating them would reduce reliability. The statements are therefore considered for further analysis.

Information sharing practices

Given the need to examine business performance for information sharing procedures, it is important to establish each component's effectiveness to infer the adequacy of the statements used to measure impact. However, due to the complex and lengthy statements,

the components must be simplified before assessing efficiency. Therefore, the coding for the aspects of information exchange practice and its impact on business performance is presented in Table 4-21.

Table ***Error! No text of specified style in document.***-39: Coding of Statements for Information Sharing Practices

Statements	Code
The practice of sharing information affects business performance by updating all changes along the supply chain	ISP
The exchange of business strategy with our partners is the cornerstone of our strategy	ISP1
Our suppliers are always notified in advance of changes in demand	ISP2
Suppliers share information with us within the required time	ISP3
Our corporate business partners keep your organisation fully knowledgeable about matters affecting their company	ISP4
Our trading partners in companies to share their knowledge of fundamental corporate processes with your company	ISP5
Our organisation and their trading partners share information to help in preparing a business plan	ISP6
Our organisation and its trading partners inform each other about events or changes that may affect other subsidiaries	ISP7

Based on the coding in Table 4-21, the efficiency of the statements could thus be examined further in terms of their reliability determination. The reliability analysis was carried out through the Cronbach alpha test of the database. The test provided information on the relevance of the statements depicting the organisation's information exchange practices with SCM. Table 4-22 lists the outcome of the analyses.

Table ***Error! No text of specified style in document.***-40: Reliability Analysis for Information Sharing Practices

Statement	If item deleted Cronbach's alpha	Its Cronbach's alpha
ISP	0.84	0.87
ISP1	0.91	
ISP2	0.86	
ISP3	0.88	
ISP4	0.83	
ISP5	0.84	
ISP6	0.84	
ISP7	0.84	

Table 4-22 shows that the Cronbach's total alpha of statements depicting information sharing practices is 0.87, greater than the reasonable reliability of 0.7. Since the entire Cronbach Alpha value meets the required criteria, they effectively represent the statements about information exchange practices. In addition, an item-by-item reliability analysis was carried out to assess the contribution of each statement. The Cronbach alpha values when the element is deleted for instructions are as follows: ISP is 0.84, ISP2 is 0.86, ISP4 is 0.83, ISP5 is 0.84, ISP6 is 0.84 and ISP7 is 0.84. Since these values are either less than or equal to the Cronbach's alpha value, ISP, ISP2, ISP4, ISP5, ISP6, and ISP7 are effective and noteworthy for further analysis. For the statement, ISP1 is 0.91 and ISP3 is 0.88 because the value is close to Cronbach's total alpha value of 0.87. This denotes a weak link and is considered in the model for further analysis.

Information quality practices

To investigate the scope of information quality practices in Botswanan state-owned companies and understand their contribution to managing trust between partners, the relationship among the variables is explored. In order to determine the relevant results, however, it is essential only to make reliable and efficient statements. Since the statements considered for representing the information quality practice are lengthy and complex, coding is carried out for each statement to simplify the analysis process and for an appropriate representation. The coding of the variables is shown in the Table. 4-23.

Table **Error! No text of specified style in document.**-41: Information quality practices

Statements	Code
Contribution of information quality practice to building trust between partners in the chain	IQP
An exchange of information among our organisation and its trade partners takes place promptly	IQP1
The swap of data between our firm and its trading partners is correct	IQP2
Exchanging data between the enterprise and its business partners is a complete	IQP3
Exchanges of data between the firm and its trade partners are adequate	IQP4
Data exchange between the company and its commercial partners is a trusted	IQP5

Based on the above coding, the efficiency of the statements could be assessed to determine the reliable and adequate variables to represent information quality practices. Cronbach's reliability analysis determined the results from the statements representing information quality practices, and the results are given in Table 4-24.

Table **Error! No text of specified style in document.**-42: Reliability analysis for information quality practices

Statement	if the item is deleted, Cronbach's alpha	Its Cronbach's alpha
IQP	0.95	0.97
IQP1	0.96	
IQP2	0.97	
IQP3	0.96	
IQP4	0.96	
IQP5	0.96	

Table 4-24 shows that the information quality practices statements have an overall Cronbach score of 0.97, more than the required value of 0.7. Thus, the statements are effective enough to contribute to information quality practices. To determine the efficiency of each statement, the Cronbach alpha value for the statements were also examined. The results show that for the statements of IQP, IQP1, IQP2, IQP3, IQP4 and IQP5, the values for the Cronbach's alpha with the deleted element were 0.95, 0.96, 0.97, 0.96, 0.96 or 0.96. Because these values are either less than or equal to the total Cronbach alpha value of 0.97, any statements that represent information quality practices are considered influential to be included in the final model. Excluding these variables reduces the efficiency of the results in the analysis.

Internal lean practice

The relationship between the variables is assessed to determine the effectiveness of internal lean practices in Botswanan SOEs and understand their contribution to achieving the goals. Before the statistical check, however, the efficiency of the statements were checked. The aim was to simplify the examination procedure and reduce the wording of the statements. The coding for the internal lean practice instructions was completed, and Table 4-25 shows the code used to represent each of the statements.

Table ***Error! No text of specified style in document.***-43: Internal lean practice

Statements	Code
The internal lean practice contributes to the achievement of common goals between customers and the public sector	ILP
Our organisation has a continuous quality improvement program	ILP1
Our enterprise is working to reduce the time wasted in service	ILP2
Our enterprise generates what has ordered clients (pull the manufacturing system)	ILP3
Our organisation pushes suppliers	ILP4
The organisation simplifies ordering, obtaining and other documents from its vendors	ILP5

The effective statements representing internal lean practice were selected for the investigation to obtain reliable information and derive better information. Therefore, the reliability analysis is performed using the Cronbach alpha test, and the findings are presented in Tables 4-26.

Table *Error! No text of specified style in document.*-44: Reliability analysis for internal lean practice

Statement	If the item is deleted, Cronbach's alpha	Its Cronbach's alpha
ILP	0.85	0.89
ILP1	0.89	
ILP2	0.87	
ILP3	0.87	
ILP4	0.89	
ILP5	0.89	

Table 4-26 shows that the total Cronbach alpha value is 0.89, more than the required value of 0.7. The statements are considered effective and reliable for representing internal lean practice in the organisations examined. In addition, an item-by-item analysis of the value based on the Cronbach alpha value was performed with the deleted item to determine whether the statement used in the investigation effectively reflects internal lean practice in companies. The value for the instructions with the deleted element were as follows: ILP is 0.85, ILP1 is 0.89, ILP2 is 0.87, ILP3 is 0.87, ILP4 is 0.89, and ILP5 is 0.89. These values are either less than or equal to Cronbach's total alpha value of 0.89. Eliminating these statements would therefore reduce the reliability of the model. Therefore, the item-by-item analysis shows that any statement representing internal lean practices could be included in the model for further analysis.

Postponement practice

Investigating the impact of deferral practices on waste reduction for the Botswanan SOEs first requires evaluating the efficiency of the statements. However, the statements considered are too lengthy and complex to simplify the analysis process and better present the results. The coded statements on postponement practices and their influence are shown in Table 4-27.

Table *Error! No text of specified style in document.*-45: Postponement practice

Statements	Code
The practice of postponement helps reduce waste and save costs in the public sector	PSTP
The organisation products are designed for a modular structure	PSTP1
The organisational modules of the production process can be rearranged in order to be able to make adjustments later in distribution centres	PSTP2
Organising is delaying the final installation of products on the market while orders from customers are received	PSTP3
Organising delays the end product assembling the actions until the final position (or the nearest client) in the chain	PSTP4
The organisational merchandise will be stored in the chain at the appropriate distribution sites close to the customer	PSTP5

Based on the coding, the analysis could be continued to examine the efficiency of the statements. The Cronbach alpha test was conducted for it contributes to assessing the efficiency of the statements. The Cronbach Alpha test results for the suspension of trading practices statements are shown in Table 4-28.

Table *Error! No text of specified style in document.*-46: Reliability Analysis for Postponement Statements

Statement	If an item is deleted, Cronbach's alpha	Its Cronbach's alpha
PSTP	0.79	0.86
PSTP1	0.85	
PSTP2	0.84	
PSTP3	0.83	
PSTP4	0.81	
PSTP5	0.90	

The results show that the Cronbach alpha value of 0.86 is greater than the required value of 0.7. Indeed, this means that the statements that constitute postponement practices are effective. Another analysis of the Cronbach alpha value when the item is deleted is done on the instructions, showing the following values: PSTP is 0.79, PSTP1 is 0.85, PSTP2 is 0.84, PSTP3 is 0.83, and PSTP4 is 0.81. All these are either less than 0.86 or the total Cronbach alpha value. Therefore, excluding them from the model would diminish the credibility of the dataset, and they should be treated for additional analysis. However, a Cronbach alpha value of 0.90 is obtained when the element for PSTP5 is deleted, which is close to the total Cronbach alpha. Therefore, all statements are taken into account for further analysis. Therefore, the section on inferential analysis contains a reliability analysis for the statements contained in the questionnaire for the final research. The responses of the 23 participants in the pilot survey are analysed to reveal statements about the parameters of the implementation of supplier relationship practices, CRM practices, information exchange practices, information quality practices, internal lean practices and displacement practices of Botswanan SOEs.

The Final Phase of the Questionnaire

First, defining what final tests represent is an important and valuable part of survey research. The evaluation of the test results plays an essential role in understanding the investigation. Since pilot tests examined the efficiency of the questionnaire, and thus the responses, final tests could be performed to examine respondents' perceptions and meet this research's objective. In this section, the frequency analysis was graphed using the various analysis parameters and distribution of datasets. Tabular representations of respondents' preferences have also been added to understand and graphically explain the distribution result obtained clearly. The participants of the state-owned companies in Botswana were categorised according to their respective classifications, such as demographics, background, years of experience or management position. The sample size for the final tests in this study is 229 government employees, including employees of parastatal corporations, the public sector, and powerful corporations and government agencies. After completing the frequency analysis, the final hypothesis test is performed, assessing the descriptive analysis, normality test, correlation and regression. Therefore, the following subsection examines the responses from the selected target group of Botswanan state-owned companies.

Demographic analysis

At first glance, this effect may not be of particular importance; However, demographic analysis is a technique that studies the population based on age, gender, income, employment, gender, and much more. This is especially important as demographic analysis is used to understand the dataset and divide the population into different segments based on gender, educational background, skill level, experience, and preferences. Therefore, the following subsection examines the demographics of a selected 229 employees of SOEs in Botswana.

Descriptive Region

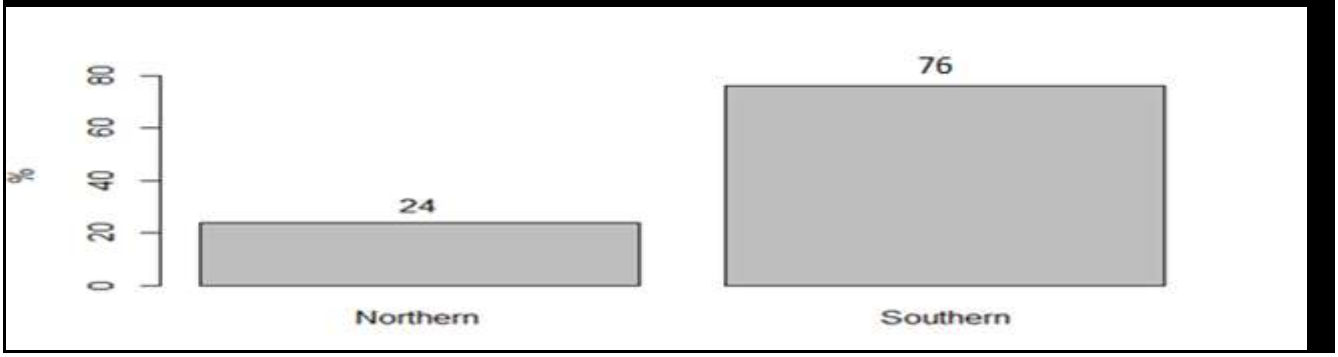
The region is the representation of the place of the respondents. The demographic analysis of the region of government employees selected for the respondents is listed in Table 4-29.

Table *Error! No text of specified style in document.*-47: Frequency analysis based on region

Region	Frequency	Percent
Northern	55.00	24.00
Southern	174.00	76.00
Total	229.00	100.00

The table shows that from the selected sample of 229 employees, about 76% of those in the public sector, parastatal agencies and government agencies are from southern Botswana (174 employees), while the remaining 24% of government employees are from northern Botswana (55 employees). Therefore, the investigation consists of employees of Botswanan state-owned companies, most of whom are from the southern region. Furthermore, a visual representation of the frequency distribution for the employees is shown in Figure 4-17.

Figure *Error! No text of specified style in document.*-36: Frequency of respondents' region



Contemporaries (age group)

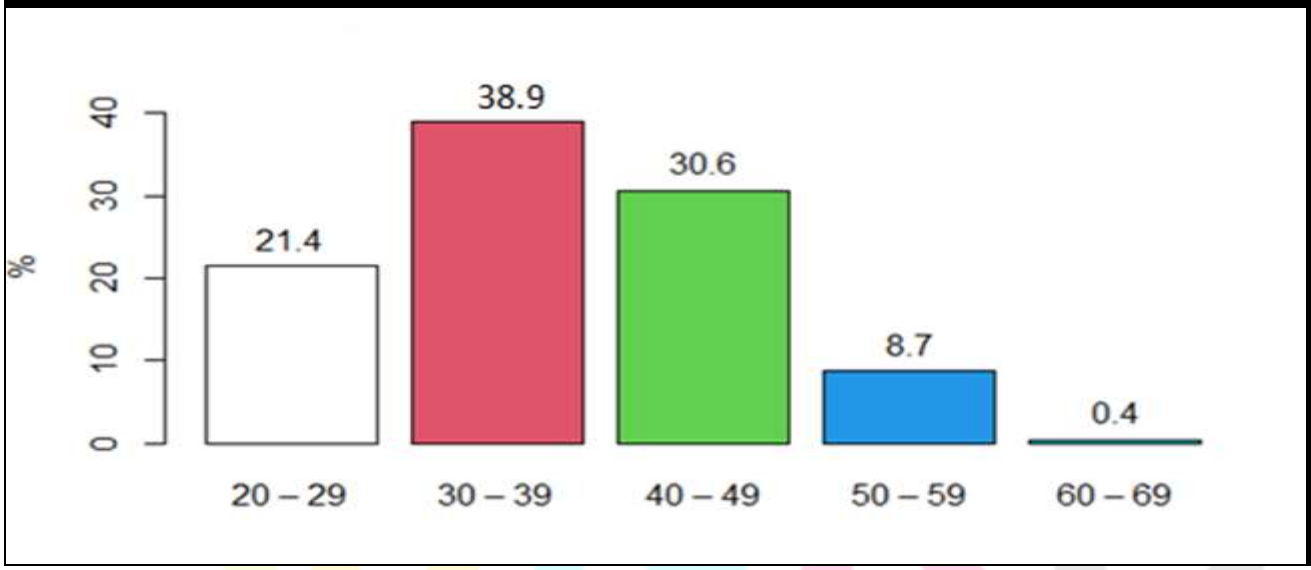
Age-group demographic analysis is a key factor in understanding the dataset. The distribution of the data set according to different age groups is shown in Table 4-30.

Table *Error! No text of specified style in document.*-48: Frequency analysis based on age

Age	Frequency	Percent
20 – 29	49.00	21.40
30 – 39	89.00	38.90
40 – 49	70.00	30.60
50 – 59	20.00	8.70
60 – 69	1.00	0.40
Total	229.00	100.00

The age groups of employees working in the Botswanan government sector were divided into 9 categories, starting at 20 to 29 years old, and the last or highest age group selected for the survey was 60 to 69 years old, which formed a tiny percentage of respondents. Based on the age group distribution, the data analysis shows that 21.40% of the respondents come from the age group of 20 to 29-year-olds, which is the youngest age group for the survey, 38.90% of the respondents were from the 30 to 39-year-olds, forming the largest number of participants. The 40 to 49 group had 30.60% of the total respondents, 50 to 59 had only 8.70% of respondents, followed by the lowest percentage of respondents in the 60 to 69 age group at just 0.40%. The visual representation of the age-related distribution of employees is shown in Figure 4-18.

Figure *Error! No text of specified style in document.*-37: Frequency of respondents age



Terms of gender

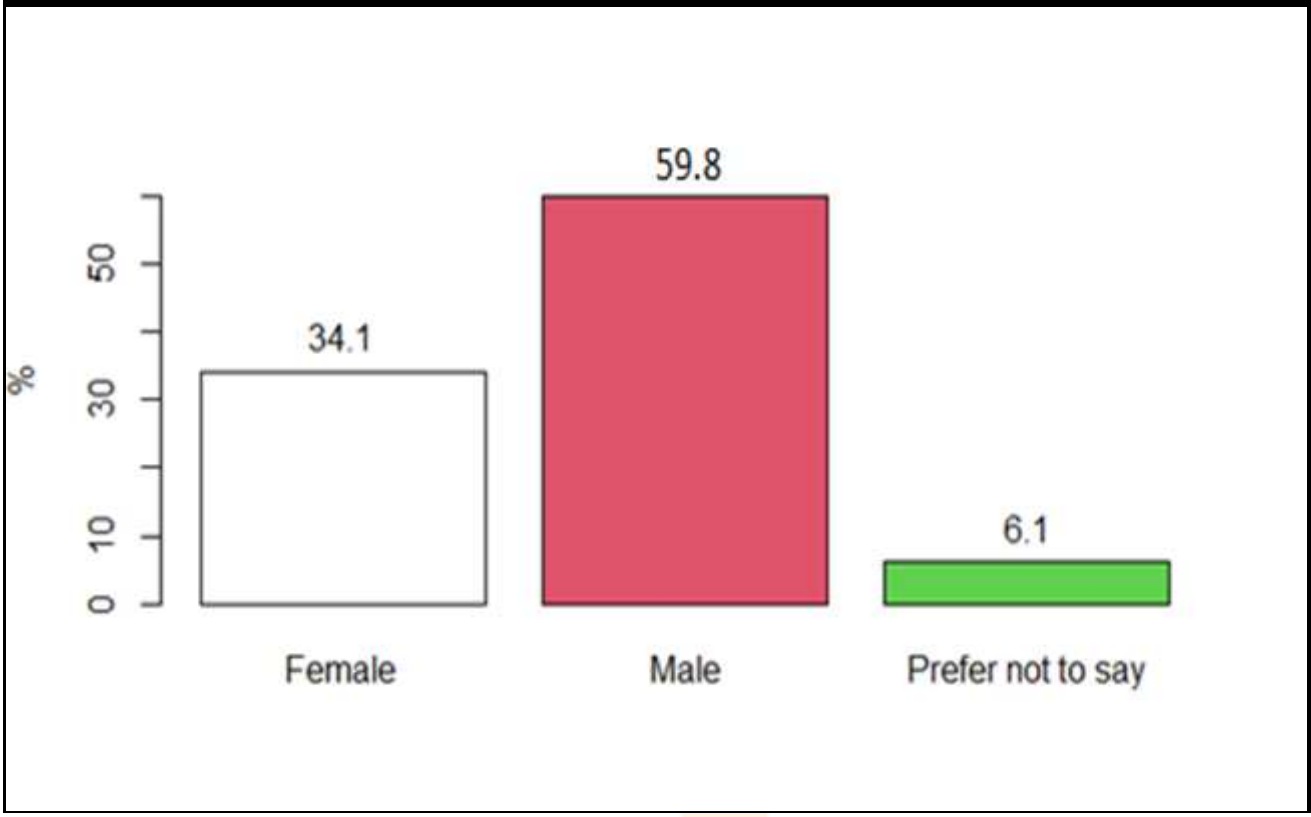
The gender distribution of the dataset is also an essential part of demographic analysis to understand the ratio of male and female respondents who participated in the survey.

Table *Error! No text of specified style in document.*-49: Frequency analysis based on gender

Gender	Frequency	Percent
Female	78.00	34.10
Male	137.00	59.80
Prefer not to say	14.00	6.10
Total	229.00	100.00

About gender, the frequency analysis shows that 59.80% of the participants were male, while 34.10% were female. In addition, 6.10% of people preferred not to reveal their gender. In numerical terms, out of 229 participants, 137 male and 78 female respondents were identified, and the remaining 14 respondents preferred not to reveal their gender. The graph below shows that the maximum number of respondents were male employees in Botswana's government sector (Figure 4-19).

Figure *Error! No text of specified style in document.*-38: Frequency of respondents' gender



Contextual education

The educational background of the respondents plays a decisive role in the demographic analysis. Table 4-32 shows the educational background of the participants in the survey.

Table *Error! No text of specified style in document.*-50: Frequency analysis based on educational qualification

Educational Background	Frequency	Percent
Graduate	111.00	48.50
High School	3.00	1.30
Postgraduate	90.00	39.30
Undergraduate	25.00	10.90
Total	229.00	100.00

In addition, 25 students are present in the survey, which is 10.90% of the respondents. Therefore, the maximum participants are graduates who work in Botswanan government organisations. The bar graph in Figure 4-20 shows the table data in detail.

Figure *Error! No text of specified style in document.*-39: Frequency of respondents' educational background

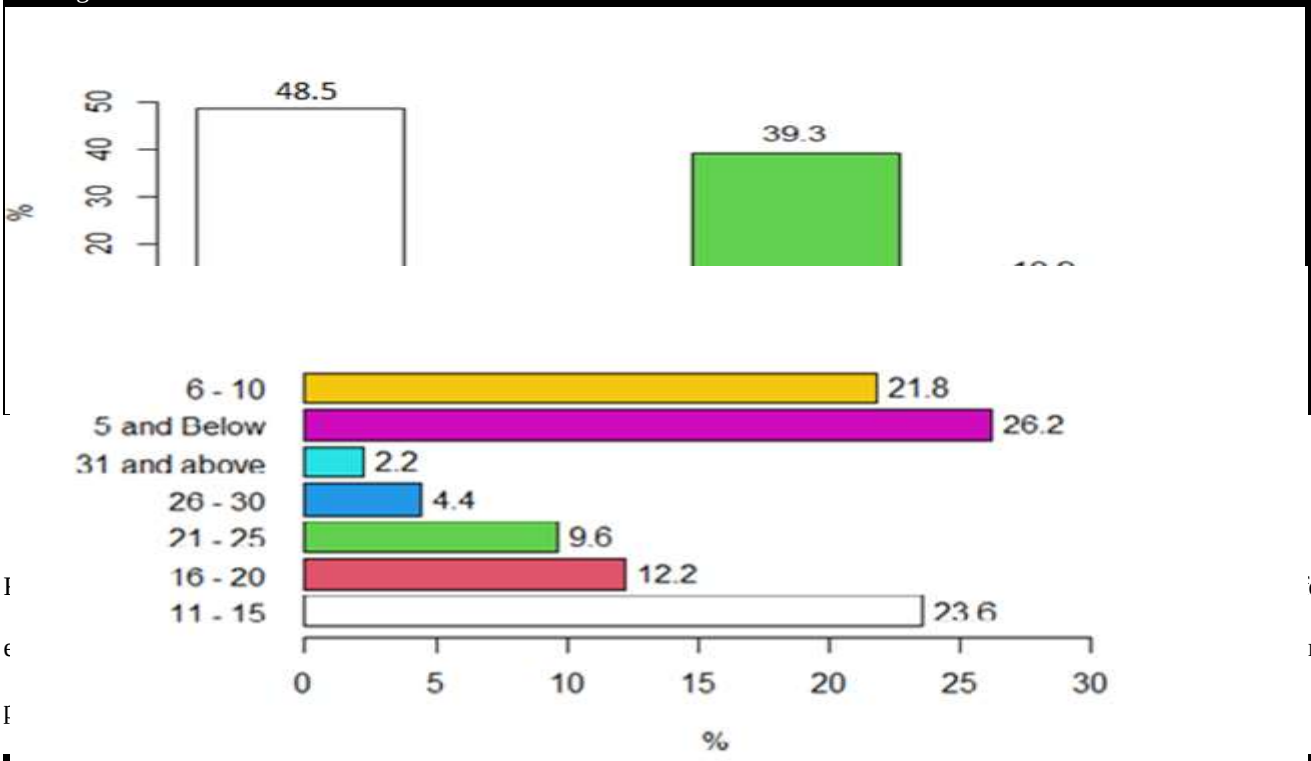


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Table *Error! No text of specified style in document.*-51: Frequency analysis on professional experience

Professional Experience	Frequency	Percent
11 - 15 years	54.00	23.60
16 - 20 years	28.00	12.20
21 - 25 years	22.00	9.60
26 - 30 years	10.00	4.40
31 years and above	5.00	2.20
5 years and below	60.00	26.20
6- 10 years	50.00	21.80
Total	229.00	100.00

As can be seen from the final tests, a maximum number of respondents (60, 26.20%) had experience of 5 years or less. The experience range of 6 to 10 years had 50 participants (21.80%), 11 to 15 years had 54 respondents (23.60%), 16 to 20 years had 28 participants (12.20%), 21 to 25 years had 22 respondents (9.60%), and 26 to 30-years had only 10 people (4%). The last group of 31 and over had significantly less respondents at 2.2% of those surveyed. The visual representation of the data is shown below in Figure 4-21.

Figure *Error! No text of specified style in document.*-40: Frequency of respondent's professional experience

CMP position

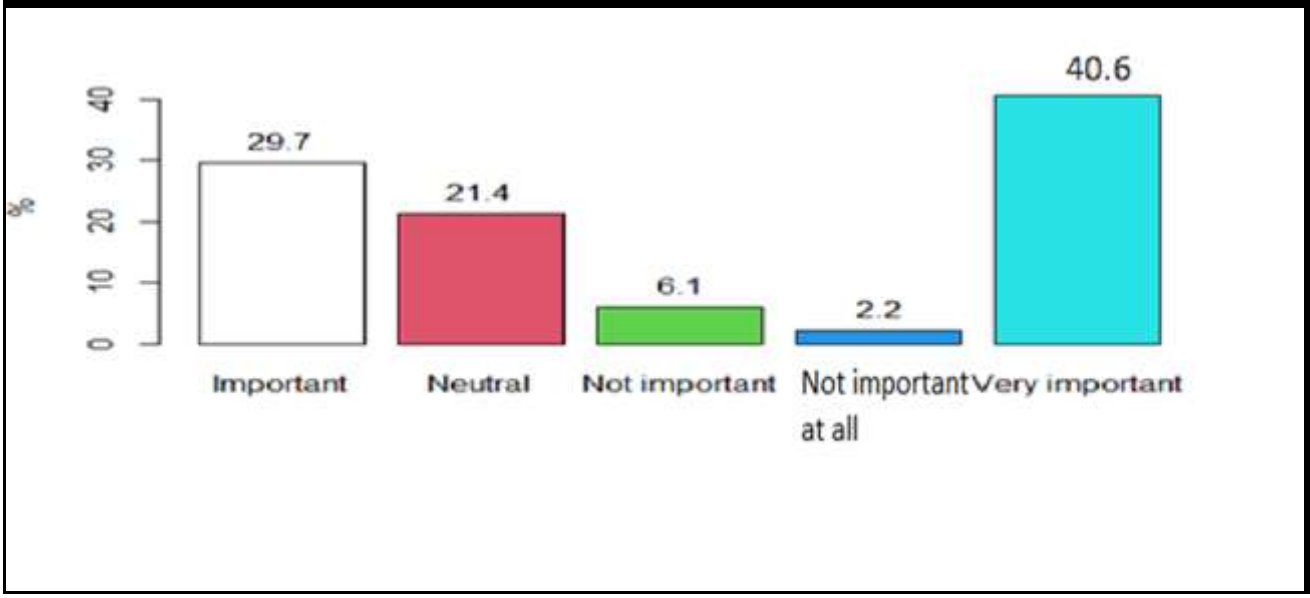
There are discrepancies in the standard of SCMP realisation and management, and the SCMP rating allows their scope to be identified. Table 4-34, therefore, shows the respondents' perception of the SCMP rating in the frequency analysis.

Table *Error! No text of specified style in document.*-52: Frequency analysis on SCMP evaluation

SCMP Rating	Frequency	Percent
Important	68.00	29.70
Neutral	49.00	21.40
Not Important	14.00	6.10
Not Important at all	5.00	2.20
Very Important	93.00	40.60
Total	229.00	100.00

Table 4-34 shows the record distribution according to SCMPs and their importance. The rating scale varied from very important to unimportant – 29.70% of respondents said SCMP is important, which means that 68 out of 229 participants thought SCM practices were important to the development and growth of the government sector in Botswana, and 93 participants agreed that SCMP is particularly important for government organisations, which make up a significant percentage of the total data set of 40.60% that agreed that SCMP is very important. Forty-nine respondents (21.40%) were neutral about this, and 6.10% of respondents (14 employees) felt that SCMP is not critical to business. Five respondents (2.20%) said SCMP are unimportant in government organisations. The bar chart in Figure 4-22 is a detailed visual representation of the dataset distribution.

Figure *Error! No text of specified style in document.*-41: Frequency of respondents' SCMP rating



Length of work in the organisation

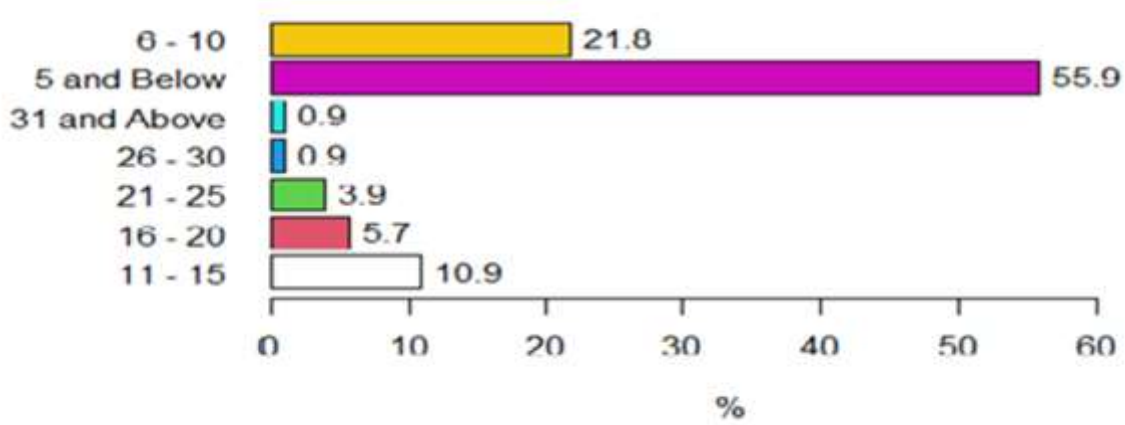
To understand the properties of the participants, their length of service in the organisation was also viewed as an important segment, in which the number of years of the participant in their current company was presented statistically. Table 4-35 shows the statistical analysis and explains the demographic distribution according to the length of service.

Table *Error! No text of specified style in document.*-53: Frequency analysis based on length of work in the organisation

Length of work in the organisation	Frequency	Percent
11 - 15 years	25.00	10.90
16 - 20 years	13.00	5.70
21 - 25 years	9.00	3.90
26 - 30 years	2.00	0.90
31 years and above	2.00	0.90
5 years and below	128.00	55.90
6- 10 years	50.00	21.80
Total	229.00	100.00

In terms of the properties of the participant, length of service in the organisation was also viewed as an important segment, in which the number of years of the participant in their current company was presented statistically.

Figure *Error! No text of specified style in document.*-42: Frequency of respondents' length of work in the organisation



Managerial experience

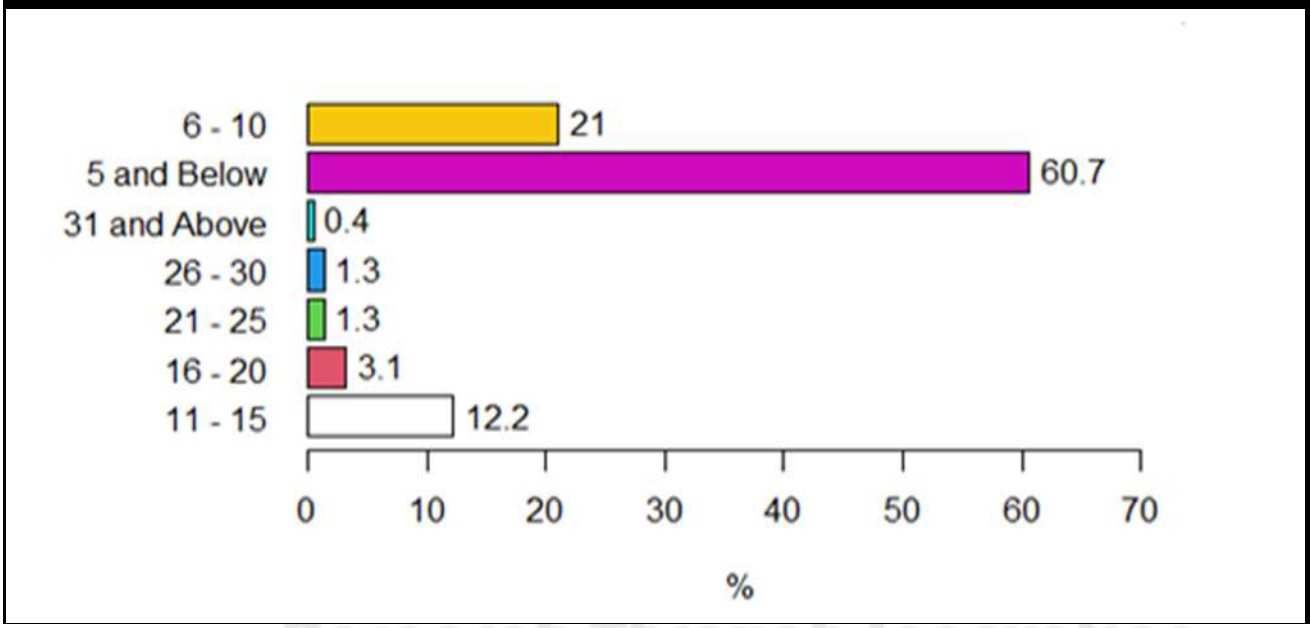
Managerial experiences of the respondents were included in the analysis as this is an important segment of the survey. Table 4-36 below shows the respondents' classification based on the dataset distribution.

Table *Error! No text of specified style in document.*-54: Frequency analysis grounded on managerial experience

Managerial Experience	Frequency	Percent
11 - 15 years	28.00	12.20
16 - 20 years	7.00	3.10
21 - 25 years	3.00	1.30
26 - 30 years	3.00	1.30
31 years and above	1.00	0.40
5 years and below	139.00	60.70
6- 10 years	48.00	21.00
Total	229.00	100.00

The participants' leadership experiences were analysed using the dataset distribution, and it was found that participants with leadership experience of five years or less accounted for 60.70% of the total. The composition of the leadership experience group of 6 to 10 years made up 21% of the total participants. In contrast, the group with 11 to 15 years of experience comprised 12.20% of the respondents, 3.10% of the total respondents had an experience of 16 to 20 years, and the 21 to 25 years and 26 to 30 years of experience group comprised the same percentage (1.30%) of respondents, followed by 31 and more experience group had only one participant (approx. 0.40%). A visual representation based on the statistical data is shown in Figure 4-24.

Figure *Error! No text of specified style in document.*-43: Frequency of respondents' managerial experience



Participants Rank/designation

Based on the available data, it may be assumed that the respondents included in the final examination came from different ranks and titles. Table 4-37 shows all of the ranks of the respondents who were included in the survey.

Table **Error! No text of specified style in document.**-55: Frequency analysis of designation

Designation/Position	**Frequency**	**Percent**
Accountant	1.00	0.40
Admin. Assistant	1.00	0.40

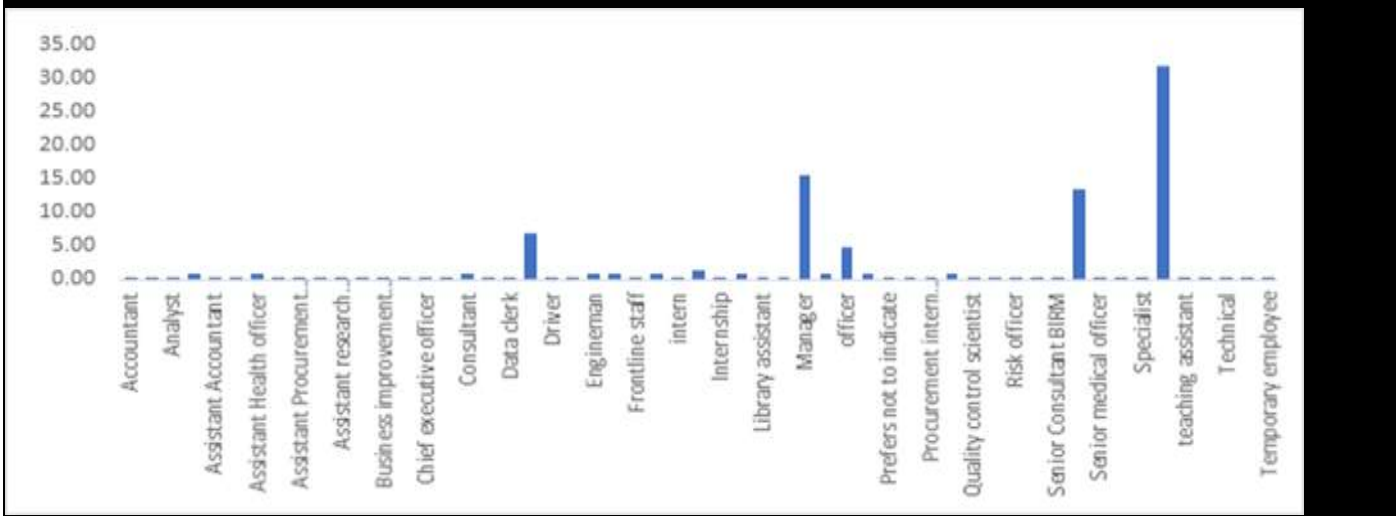
Table **Error! No text of specified style in document.**-55: Frequency analysis of designation		
Analyst	1.00	0.40
Assistant	2.00	0.90
Assistant Accountant	1.00	0.40
Assistant Director	1.00	0.40
Assistant Health officer	2.00	0.90
Assistant Officer	1.00	0.40
Assistant Procurement Officer	1.00	0.40
Assistant Procurement Officer intern	1.00	0.40
Assistant research scientist	1.00	0.40
Assistant supervisor	1.00	0.40
Business improvement analyst	1.00	0.40
Capacity building assistant	1.00	0.40
Chief executive officer	1.00	0.40
commercial officer	1.00	0.40
Consultant	2.00	0.90
Coordinator	1.00	0.40
Data clerk	1.00	0.40
Director	16.00	7.00
Driver	1.00	0.40
Engineer	1.00	0.40
Engineman	2.00	0.90
Estate Management officer	2.00	0.90
Frontline staff	1.00	0.40
Graduate Trainee	2.00	0.90
Intern	4.00	1.70
Internship	1.00	0.40
Junior	2.00	0.90
Library assistant	1.00	0.40
Maintainer operator	1.00	0.40
Manager	36.00	15.70
Managing Director	2.00	0.90
Officer	11.00	4.80
Operator	2.00	0.90
Prefers not to indicate	1.00	0.40
Procurement assistant	1.00	0.40
Procurement intern officer	1.00	0.40
Procurement officer	2.00	0.80
Quality control scientist	1.00	0.40
Research assistant	1.00	0.40
Risk officer	1.00	0.40
Senior Consultant	1.00	0.40
Senior Consultant BIRM	1.00	0.40
Senior manager	31.00	13.50
Senior medical officer	1.00	0.40
she officer	1.00	0.40
Specialist	1.00	0.40
Supervisor	73.00	31.90
teaching assistant	1.00	0.40
Team leader	1.00	0.40

Table **Error! No text of specified style in document.**-55: Frequency analysis of designation		
Technical	1.00	0.40
Technician	1.00	0.40
Temporary employee	1.00	0.40
Total	229.00	100.00

After careful examination, it was seen that different names were in play in the final examination, according to the frequency analysis and the tabular representation. From the brief review above, the key findings are that 73 supervisors accounted for 31.90% of the respondents, 36 managers accounted for 15.70% of the total respondents, 31 executives accounted for 13.50% of the total respondents for the survey, and 16 directors, about 7% of respondents. Upon careful examination of the data, it turns out that this is the maximum percentage of the ranks that were present when tested. These results show that 11 civil servants (4.80%) and four interns (1.70%) of the total were also included. These results suggest that two participants (0.90%) each were assistant health officials, consultants, machine operators, property administrators, trainees, juniors, managers, and operators, while 0.80% were procurement officers.

From the discussion above, the remaining respondents composed of one employee (0.40% each) each as accountant, administrative assistant, analyst, assistant accountant, assistant director, assistant officer, assistant procurement officer, assistant procurement officer, intern, research assistant, assistant supervisor, business improvement analyst, capacity building assistant, chief executive officer, commercial officer, coordinator, data handler, driver, engineer, frontline worker, internship, library assistant, maintenance person, prefer not to disclose, procurement assistant, procurement intern, quality control scientist, research associate, risk officer, senior consultant, senior consultant BIRM, senior medical officer, she officer, specialist, teaching assistant, team leader, technician, technician and temporary worker (see Figure 4-25).

Figure ***Error! No text of specified style in document.***-44: Frequency of Respondents Designation



Availability for further interview

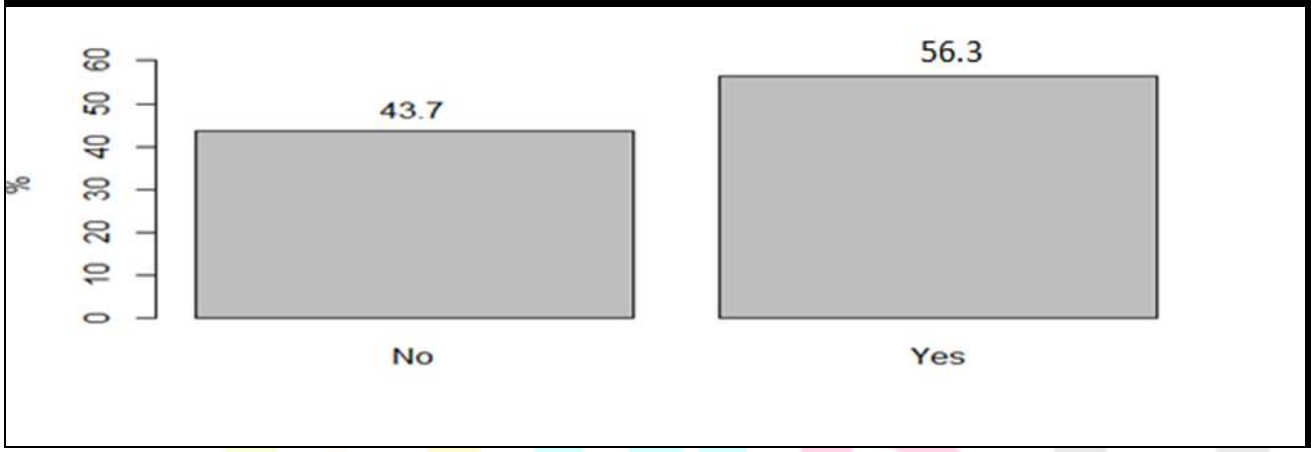
Upon careful examination of the data, it was found that the analysis also observes the participants' availability for further interactions and face-to-face interviews. In this way, Table 4-38 shows the data distribution for the availability of the participants for further interaction and the personal interviews.

Table ***Error! No text of specified style in document.***-56: Frequency analysis for the future personal interview

Availability for future personal interview	Frequency	Percent
No	100.00	43.70
Yes	129.00	56.30
Total	229.00	100.00

According to the statistical data test, these results led to a high degree of agreement; 56.30% of respondents agreed to express their views and opinions in a face-to-face interview, while 43.70% did not agree to be available for the future interview process. Overall, the results show high levels of agreement in most cases, where more participants were open to further interactions and conversations (129 out of 229). It is necessary to understand the consequences of this behaviour if 100 people disagree for the future interview session. Overall, the technology delivers good results for the graphic (Figure 4-26), which clearly and precisely explains the availability of the respondents.

Figure ***Error! No text of specified style in document.***-45: Frequency of respondents availability for future interview



Organisation type

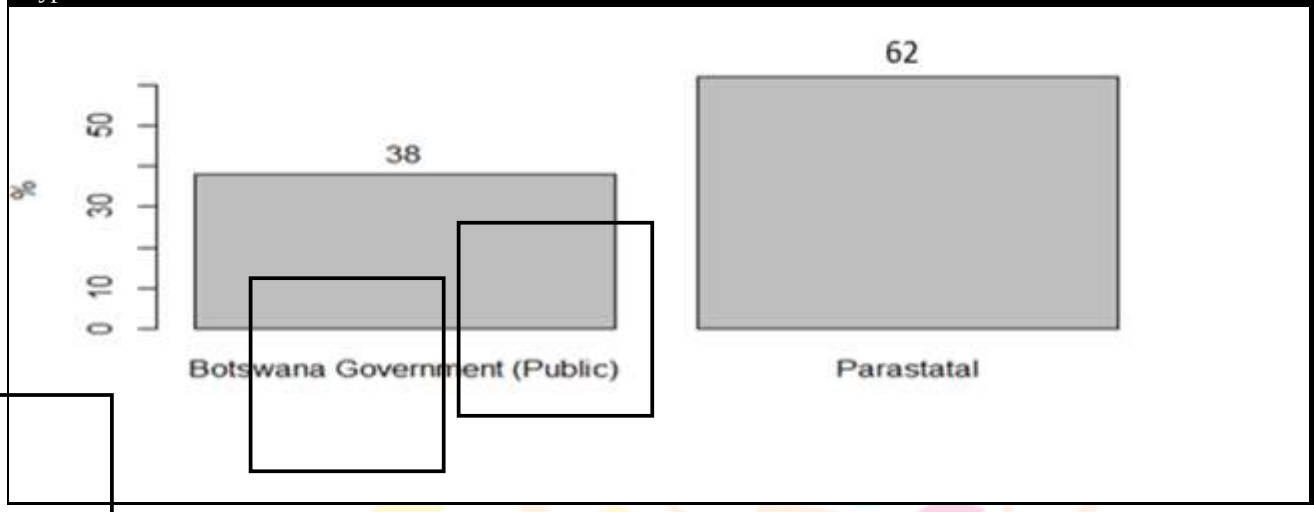
This series of tests was designed to examine the impact of data distribution on the type of state-owned company, making it an important analysis segment. The task allowed participants to be explored further; Table 4-39 explains the analysis based on how respondents were organised.

Table ***Error! No text of specified style in document.***-57: Frequency analysis on organisation type

Organisation type	Frequency	Percent
Botswana Government (Public)	87.00	38.00
Parastatal	142.00	62.00
Total	229.00	100.00

The results, in this case, show a maximum discrepancy amongst the civic division and the semi-public segment, with 87 of 229 respondents (38%) from the Botswanan government's public sector, which includes land management services or transport and communication. In contrast, 62% (142) of the total participants came from semi-public institutions (see Figure 4-27).

Figure *Error! No text of specified style in document.*-46: Frequency of respondents' organisational type



Thus, it can be seen that the demographic analysis provides information about the demographic characteristics of the respondents. Two hundred twenty-nine participants were considered for final testing based on various analytical parameters to understand SCM practices. It was found that most respondents were from southern Botswana. One of the most important results relates to the age group of the maximum respondents between 30 and 49 years, with more male participants than female participants. Furthermore, most respondents were graduates and postgraduates with professional experience of more than five years. These methods demonstrated a marked improvement in the quality of respondents who agreed with the importance of the SCMP rating, and most of them had worked in the organisation for five years or less and had managerial experience. A careful review of the data revealed that the demographic analysis was divided into supervisors, assistant directors, and engineers. Most of them came from semi-governmental organisations, and a high proportion of respondents agreed to encourage interaction.

Background analysis

This data was used to examine whether a background analysis was done to understand respondents' knowledge of the research, and whether it allows for a deeper analysis. Analysis shows that this can be further explored by examining the respondents 'knowledge, ascertaining the research participants' awareness of the concepts, including the only relevant opinions of the respondents in the investigation. In this study, the respondents' responses to SCMP and their actual implementation in their organisations were analysed. These results agree with the existing studies of SCMPs; furthermore, whether they contribute to corporate profits and several other parameters have been included in this section to clearly understand these practices and their effectiveness, as per the responses. Therefore, this section summarises and discusses the main results of the work. The following subsections discuss the respondents' perceptions of the SCMP implementation.

Implementation of SCM best practices for organisational profits

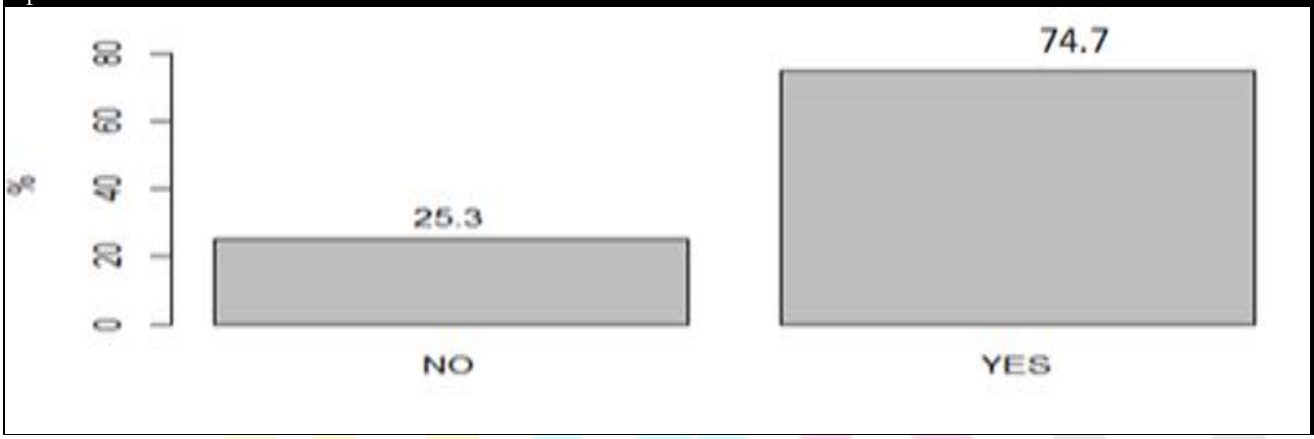
This approach allows for a more detailed analysis of some aspects of the data, emphasising the implementation status of SCMPs in Botswana SOEs. To investigate this further, the values for each group were examined separately. Table 4-40 shows the perception analysis of the respondents.

Table *Error! No text of specified style in document.*-58: SCM best practices

SCM best practices	Frequency	Percent
No	58.00	25.30
Yes	171.00	74.70
Total	229.00	100.0

It was found that such an approach leads to high-quality results. Table 4-40 shows the respondents' responses to SCMPs and their contribution to business profits. The results show the adequacy of the method, 171 out of 229 respondents stated that SCMBPs influence company profits, while 58 participants said that they do not. This is an interesting finding, and it could be assumed that 25.30% of the test population disagreed with the percentage value, while 74.70% agreed with the above parameter. Thus, the study shows that most respondents agreed that SCMPs positively affect the organisation's efficiency. This is the most relevant finding and perhaps the most significant (see Figure 4-28).

Figure *Error! No text of specified style in document.*-47: SCM practices and influence on organisational profit



Visibility status of SCMPs in the organisation

It is imperative to review the mechanisms involved in making SCMPs in this organisation visible. The results demonstrated in this work correspond to the latest state of the art and represent the inputs of the respondents.

Table *Error! No text of specified style in document.*-59: Visibility of SCMPs in the Organisation

SCMPs	Frequency	Percent
No	77.00	33.60
Yes	152.00	66.40
Total	229.00	100.0

The results appear meaningful and align with our expectations about the parameters of SCMPs in the organisations that make them visible or do not do so. The table above shows that 77 out of 229 respondents believe their SCMP are visible. The results seem reasonable and consistent with the research expectations of most participants (66.40%) that SCMPs are visible in their organisations. In comparison, 33.60% of the respondents felt that SCMPs are not very visible. Figure 4-29 shows the respondents' inputs.

Figure *Error! No text of specified style in document.*-48: SCM practices are highly visible in the organisation

Implementation of SCMBPs in the organisation

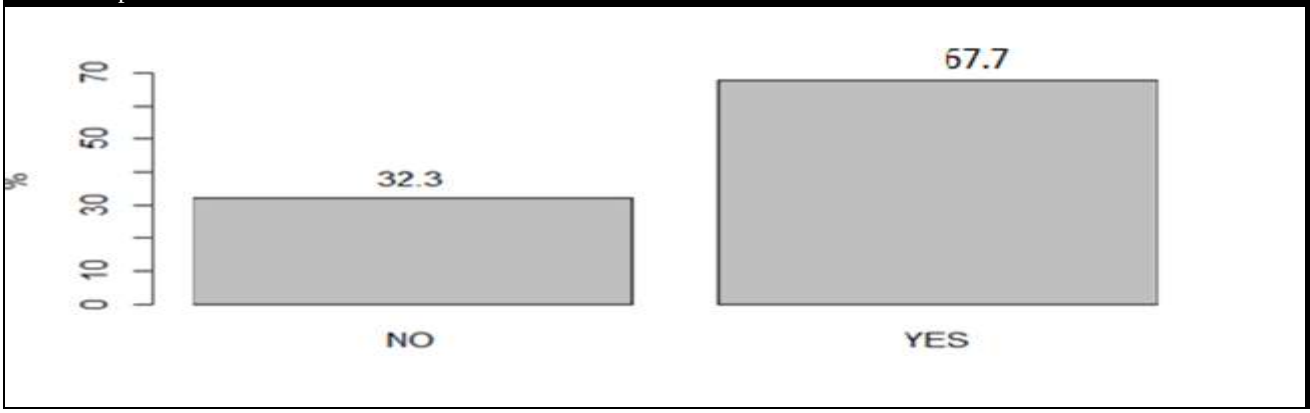
Table 4-42 depicts the implementation of SCMPs in organisations at the ground level, as discussed by employees of various SOEs in Botswana.

Table *Error! No text of specified style in document.*-60: Frequency analysis on the implementation of SCM practices

SCM practices implementation	Frequency	Percent
No	74.00	32.30
Yes	155.00	67.70
Total	229.00	100.0

The results demonstrate the appropriateness of the methodology for the table above and show that a majority of the respondents (67.70%) agreed that their organisation had implemented SCMPs at the ground level and it made a difference, while 32.30% disagreed. The consequences of those who disagree can be devastating, especially for the survey results, shown visually in Figure 4-30.

Figure *Error! No text of specified style in document.*-49: Frequency of respondents on Implementation of SCM practices



SCM practices have a strategic effect on the achievement of corporate goals

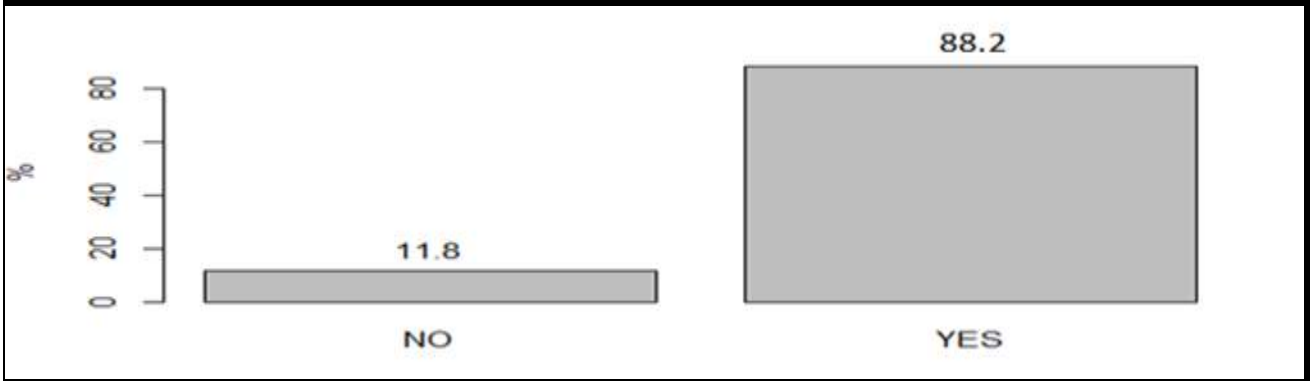
The results show a direct relationship between the dataset discussed above, which depicts SCMPs and their impact on strategic goal attainment and corporate goals. The method offers attractive features about the recorded and presented responses that allow a clear understanding of this segment. It is clear from these results that 88.20% agree that it is a strategic effect, as shown in Table 4-43.

Table *Error! No text of specified style in document.*-61: SCM practices and their strategic importance

SCM practices	Frequency	Percent
No	27.00	11.80
Yes	202.00	88.20
Total	229.00	100.0

Superior results are seen with 202 participants out of 229 (88.20%) stating that SCM practices are of strategic importance in organisations and help achieve company goals, while 27 (11.80%) disagreed that SCMPs are strategically important in companies. Most of the dataset is consistent with the contribution of SCMPs to achieving business goals and providing a clear understanding. These results show a high level of agreement, as shown in the graph in Figure 4-31.

Figure *Error! No text of specified style in document.*-50: SCM practices and their strategic importance



Problems affecting the implementation of SCM practices

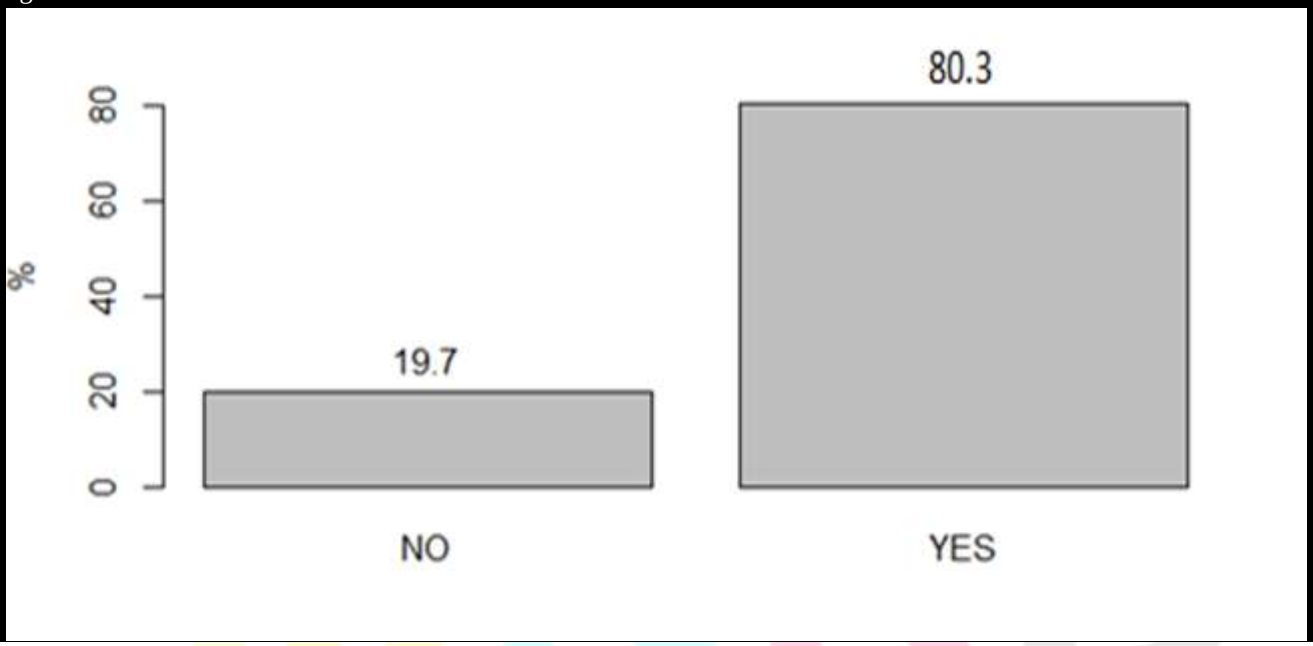
A careful examination of the data revealed that the dataset mentioned below is based on problems in the organisation that affect or hinder the effective implementation of SCMPs. Consistent with the results of this study, Table 4-44 below shows the dataset distribution:

Table *Error! No text of specified style in document.*-62: Problems exist that affect implementation of SCMP in firms

Problems exists that affects SCM practices	Frequency	Percent
No	45.00	19.70
Yes	184.00	80.30
Total	229.00	100.0

The clearly shows that 184 of 229 (80.30%) respondents believe organisations have issues affecting their SCMPs, and 45 out of 229 (approx. 19.70%) disagreed (see Figure 4-32).

Figure **Error! No text of specified style in document.**-51: Problems exist that affect SCM implementation in organisations



With the help of background analysis, most of the respondents agreed that SCMPs are urgently needed in companies. A direct consequence of this approach is that the companies that practice effective SCMPs achieve an organisational gain, and these practices are also visible in the organisations. The respondents also agreed that organisational goals could also be achieved with the help of the SCM implementation, as they are part of the strategic management of a company. These results show that this is an effective pathway for participants who also agreed on issues that affect the effective implementation of SCMPs. These facts justify the development of this research that has helped understand the profound link between organisations' SCMPs and their efficiency and profit-making drive.

Inferential analysis

The primary observation of this study is that the successful implementation of SCMP lowers the process costs of the organisational SC and improves consumer service. As for the Botswanan government, semi-governmental organisations and the public sector are like driving pillars. Therefore, this research aims to examine the degree of implementation of SCMP in these sectors. Using statistics, the values of the study were checked based on pilot tests with 23 employees with experience in energy companies, authorities, semi-public organisations or in the public sector, and the efficiency of the individual statements was determined. Therefore, this section focusses on fulfilling the research objective by assessing CRM practices, information sharing, relocation practices, SSRPs, information quality practices, and the implementation of internal lean practices in Botswana SOEs. A sample of public sector workers from SOEs in Botswana was selected and derived based on the responses. The statistical evaluation serves to test the effectiveness. Therefore, the following subsection presents hypotheses testing using descriptive, normality, correlation and regression analyses, using the R programming language.

SCMRP implementation in Botswana state-owned enterprise

Strategic practices related to SSRs enable holistic and efficient collaborative skills to infer better business performance. These activities contribute to the establishment of disciplines in the cooperation of cross-sectional teams, and these practices maximise the value creation process. SSRPs help build organisational skills and competitiveness even in a modernised business environment. Therefore, providing services is imperative to controlling how these practices are implemented. The scope of SSRPs needs to be explored for Botswanan SOEs.

Based on the coding, pilot tests have determined that each statement efficiently measures the component of SSRPs. Hence, the statistical study could be done to understand the issues better, as the focus is on determining the role of SSRPs in informing all members during the implementation process. Thus, all aspects that represent the practices of the SSR are considered independent variables, while the influence of these practices is considered a dependent variable. Here, the basic nature of the dataset must first be examined to understand the respondents' perceptions better. Table 4-45 provides the descriptive analysis for each dependent variable and an independent statement regarding the SSRPs.

Table **Error! No text of specified style in document.**-63: Descriptive strategic supplier relationship practices

Statements	Number	Min	Max	median	Mean	SE. mean	var	std.dev
SSRP	229	1	7	5	4.38	0.12	3.39	1.84
SSRP1	229	1	7	5	4.34	0.12	3.37	1.84
SSRP2	229	1	7	5	4.42	0.12	3.14	1.77
SSRP3	229	1	7	5	4.42	0.12	3.34	1.83
SSRP4	229	1	7	6	4.98	0.13	3.60	1.90
SSRP5	229	1	7	5	4.96	0.11	2.70	1.64
SSRP6	229	1	7	5	4.43	0.11	2.76	1.66
SSRP7	229	1	7	4	4.17	0.12	3.09	1.76
SSRP8	229	1	7	4	4.38	0.11	2.86	1.69
SSRP9	229	1	7	4	4.26	0.13	3.68	1.92
SSRP10	229	1	7	4	4.14	0.12	3.56	1.89

The statistical tests were carried out on the assumption that the values were normally distributed; Table 4-45 above shows that the number of respondents included in the study is 229 who responded on a 7-point Likert scale, ranging from 1: absolutely disagrees to 7: which absolutely agrees. The median for SSRP7, SSRP8, SSRP9 and SSRP10 at 4, neutral, SSRP, SSRP1, SSRP2, SSRP3, SSRP45 and SSRP6 is 5 and SSRP4 is 6, which is a match. The mean for all statements except SSRP4 and SSRP5 is close to 4, an average response close to neutral, while SSRP4 and SSRP5 are close to 5, which is a reasonably consistent answer for the influence or role of SSRPs. In addition, the standard error value is between 0.11 and 0.13, which shows very little bias in calculating the results. Finally, the standard deviation for all statements is close to 2, except for SSRP4 and SSRP5. Therefore, most of the respondents agree with SSRPs.

While the descriptive analysis provides information about the general perception of the respondents, a statistical representation of the role is required, and hence an impact analysis is necessary. In order to establish the link between variables and study the effects, it must first assess the allocation of datasets, as larger asymmetries could affect the efficiency of the results. Therefore, the normality test for all statements is performed using the skewness and kurtosis test results outlined in Table 4-46.

Table **Error! No text of specified style in document.**-64: Normality test for strategic supplier relationship practices

Statements	Skewness	Kurtosis
SSRP	-0.36	1.93
SSRP1	-0.48	2.00
SSRP2	-0.48	2.05
SSRP3	-0.41	1.96
SSRP4	-0.74	2.33
SSRP5	-0.83	2.88
SSRP6	-0.35	2.23
SSRP7	-0.32	1.97
SSRP8	-0.33	2.20
SSRP9	-0.24	1.75
SSRP10	-0.18	1.76

A strong correlation can be observed in Table 4-6 above, showing that all variables' skewness value is negative. SSRP5 is -0.83, SSRP6 is -0.35, SSRP7 is -0.32, SSRP8 is -0.33, SSRP9 is -0.24, and SSRP10 is -0.18. Notably, there was no correlation between parameters with skew values close to 0, and the dataset is symmetrical. Also, the kurtosis for SSRP is 1.93, SSRP1 is 2.00, SSRP2 is 2.05, SSRP3 is 1.96, SSRP4 is 2.33, SSRP5 is 2.88, SSRP6 is 2.23, SSRP7 is 1.97, SSRP8 is 2.20, SSRP9 is 1.75, and SSRP10 is 1.76. Since all skew standards are larger than -1, and kurtosis values have less than 3, it can be concluded that the data set is normal (Islam, 2019).

Once normality is established, the link between SSRPs and their impact could be drawn by assessing the magnitude; statistical methods are used to interpret the correlation. The analysis for both dependent and independent variables is shown in Table 4-47.

Table **Error! No text of specified style in document.**-65: Correlation analysis for strategic supplier relationship practices

Statements	Pearson coefficient
SSRP	1.00
SSRP1	0.48
SSRP2	0.63
SSRP3	0.63
SSRP4	0.64
SSRP5	0.38
SSRP6	0.70
SSRP7	0.69
SSRP8	0.63
SSRP9	0.60
SSRP10	0.76

Perhaps a more meaningful comparison is to compare Table 4-47, which shows that the Pearson correlation coefficient for the variables SSRP2 is 0.63, SSRP3 is 0.63, SSRP4 is 0.64, SSRP6 is 0.70, SSRP7 is 0.69 SSRP8 is 0.63, SSRP9 is 0.60, and SSRP10 is 0.76, all greater than the required value of 0.5. Since the value is thus higher than 0.5, there is at least a moderate connection between SSRPs and their influence. However, since the variables SSRP1 are 0.48 and SSRP5 are 0.38, which is less than 0.5, the variables do not effectively link. Therefore, all variables except SSRP1 and SSRP5 are considered when creating the model.

The hypothesis below would be rated at a significance level of 5% to examine the relationship between SSRPs and their impact.

H_{01}: Strategic supplier relationship practices do not keep all the members informed during implementation.

H_{A1}: Strategic supplier relationship practices keep all the members informed during implementation.

These are examined in more detail by observing the results in a regression analysis, which was carried out to evaluate the influence of the practice in the field. It will be interesting to consider the advantages of the regression analysis models' results, listed in Table 4-48.

Table ***Error! No text of specified style in document.***-66: Regression analysis for strategic supplier relationship practices

SSRP	Coefficient	t value	Pr(>|t|)	R-square	Adjusted R-square	F-value
Intercept	-0.67	-3.47	0.00	0.79	0.79	105.30
SSRP2	0.00	0.08	0.94			
SSRP3	0.09	1.63	0.11			
SSRP4	0.12	2.75	0.01			
SSRP6	0.16	2.35	0.02			
SSRP7	0.08	1.19	0.24			
SSRP8	0.15	3.07	0.00			
SSRP9	0.11	2.71	0.01			
SSRP10	0.44	12.17	0.00			

Table 4-48 shows that R-squared and adjusted R-squared values are both 0.79, which means that 79% of the variation in the opinions around the implementation of SSRPs are influenced by the strategic supplier. In addition, the value of the F statistic is 105.30, which is greater than 1. Thus, a more precise SSRPs calculation includes dependent and independent statements. To test the

hypotheses, the p-value of the statements were examined, where SSRP4 0.01, SSRP6 0.02, SSRP8 0.00, SSRP9 0.01, and SSRP10 0.00 were all below the required level of significance.

Since most of the statements have a value of less than 0.05, the null hypothesis of not having SSRPs to keep all members informed as they are implemented is rejected. The coefficient value of the statements indicates that the importance of long-term relationships with suppliers has increased by 1% (SSRP4), critical supplier participation in continuous improvement programs (SSRP6), the establishment of the cross-functional team in the product/service design phase (SSRP8), ISO certification criteria for supplier selection (SSRP9) and supplier involvement in all phases of problem-solving (SSRP10) result in more informed members during SSRPs by 0.12%, 0.16%, 0.15%, 0.11% and 0.44%, respectively. Understanding the consequences of this behaviour, implementing SSRPs for SOEs in Botswana is essential to keep members better informed.

Implementing CRMP in Botswana state-owned enterprise

Therefore, CRM practices are needed to build a relationship with consumers and improve consumer satisfaction. Hence, it is necessary to determine the scope of implementation of CRM practices in Botswanan SOEs to infer consumer services effectively. Pilot tests by CRM companies have shown that all statements are workable and considered.

Thus, the statistical study of the impact determines the role of these practices in influencing customer satisfaction (Frey et al., 2013). The practices of CRM and the statements representing them are considered independent variables, while the variation in customer satisfaction of the SOEs in Botswana is considered a dependent variable. Initially, before impact examination, the nature of the dataset would be assessed for having more knowledge about respondents' perceptions. Herein, the descriptive analysis of the dataset is done, shown in Table 4-49.

Table ***Error! No text of specified style in document.***-67: Descriptive customer relationship management practices

Statements	Number	Min	Max	median	Mean	SE. mean	var	std.dev
CRMP	229	2	7	5.00	5.00	0.08	1.53	1.24
CRMP1	229	1	7	6.00	5.03	0.11	2.86	1.69
CRMP2	229	1	7	5.00	4.81	0.11	2.80	1.67
CRMP3	229	1	7	5.00	4.37	0.11	3.00	1.73
CRMP4	229	1	7	6.00	5.20	0.11	2.61	1.62
CRMP5	229	1	7	5.00	4.93	0.10	2.38	1.54
CRMP6	229	1	7	5.00	4.85	0.09	2.06	1.43
CRMP7	229	1	7	5.00	4.49	0.11	2.80	1.67
CRMP8	229	1	7	6.00	5.66	0.10	2.48	1.57

Therefore, it appears that this is a useful criterion for evaluating the results for CRM practices representing public sector employees from Botswanan SOEs. The minimum value for all statements except CRMP is 1, which means an answer with extreme disagreement, and the maximum value is 7, which means an answer with an extreme agreement. CRMP has a value from 2 to 7, with 2 representing disagreement and 7 representing extreme agreement. The median value for CRMP, CRMP2, CRMP3, CRMP5,

CRMP6 and CRMP7 is 5 (somewhat agree), while the values for CRMP1, CRMP4 and CMRP8 are 6 (agree). In addition, the mean for all statements except CRMP3 is close to 5, which means that the average answer from government employees on the role of CRM is somewhat agreeable, while the answer is close to 4 (neutral) only for CRMP3. Because the standard error for the statements is less than 1, there is less bias in the results that represent the more efficient result.

Finally, the standard deviation value for all statements except CRMP and CRMP6 is close to 2. Thus, the answer of the government employees for CRMP1, CRMP2, CRMP4, CRMP7 and CRMP8 lies between somewhat disagreeing and extremely agreeing. While with CRMP3, the perception lies between rejection and approval. In addition, the reaction of government employees regarding CRMP and CRMP6 ranged from neutral to approval. Thus, the descriptive analysis shows the employees' acceptance of the role of CRM.

The results demonstrate the appropriateness of the descriptive analysis methodology that identified the role of CRM practices, but it is important to assess the variables' impact to determine their role. Statistical analysis should thus be carried out here; however, before investigating the impact, it is important to investigate the nature of the dataset. As asymmetry and non-normal distribution could reduce the results, a normality test was carried out here for all statements. The results are interpreted in the terminology of the analysis found in Table 4-50.

Table 4-50 presents the normality test results, with the skew value being negative for all statements: CRMP -0.51, CRMP1 -0.91, CRMP2 -0.55, CRMP3 -0.32, CRMP4 - Is 0.90, CRMP5 is -0.92, CRMP6 is -0.76, and CRMP7 is -0.45. Since the value of all of these statements is greater than -1, there is moderate skewness in the dataset, but the values are still close to symmetry. However, for CRMP8, the value is -1.27, which is less than -1; hence, it is asymmetrical. If the kurtosis value of all instructions is less than or close to 3 (CRMP is 2.66, CRMP1 2.79, CRMP2 2.20, CRMP3 1.91, CRMP4 2.82, CRMP5 3.24, CRMP6 2.99, and CRMP7 2.24), the distribution is normal; this seems to be the case since the skewness and kurtosis values are within the range, i.e., greater than -1 and less than or equal to 3 (Islam, 2019). For CRMP8, the value is -1.27 for the skewness and 3.70 for the kurtosis, representing the absence of a normal distribution for this variable; therefore, it is removed from further analysis.

Table **Error! No text of specified style in document.**-68: Normality test for customer relationship management practices

Statements	Skewness	Kurtosis
CRMP	-0.51	2.66
CRMP1	-0.91	2.79
CRMP2	-0.55	2.20
CRMP3	-0.32	1.91
CRMP4	-0.90	2.82
CRMP5	-0.92	3.24
CRMP6	-0.76	2.99
CRMP7	-0.45	2.24
CRMP8	-1.27	3.70

With the derivation of normality, the connection between CRM practices and customer satisfaction could be derived from correlation analyses (Headrick, 2016). Since this analytical method helps to show the extent of the link, the association between

variables could be inferred and used for modelling. It must be noted that a close correlation exists between the findings of correlation with the analysis, as shown in Table 4-5.

Table **Error! No text of specified style in document.**-69: Correlation analysis for customer relationship management practices

Statements	Pearson coefficient
CRMP	1.00
CRMP1	0.73
CRMP2	0.72
CRMP3	0.71
CRMP4	0.70
CRMP5	0.72
CRMP6	0.77
CRMP7	0.78

From the above brief review, the main results emerge that the Pearson correlation coefficient for all statements is above the required value of 0.5 (CRMP1 is 0.73, CRMP2 is 0.72, CRMP3 is 0, 71, CRMP4 is 0.70, CRMP5 is 0.72, CRMP6 is 0.77, and CRMP7 is 0.78). Since the value is higher than the required coefficient value, there is thus at least a moderate relationship between the variables. Therefore, the likelihood of a relationship between variables and all statements can be considered for further analysis. The results show that the hypotheses below examined the connection between customer satisfaction and CRM with a significance level of 5%.

H_{02}: Customer relationship management practices do not significantly influence achieving customer satisfaction.

H_{A2}: Customer relationship management practices significantly influence achieving customer satisfaction.

In order to test this theory based on the hypotheses, the relationship was examined using regression analysis. The impact of CRM practices on customer satisfaction for the Botswana SOEs is presented in Table 4-52.

Table ***Error! No text of specified style in document.***-70: Regression for customer relationship management practices

CRMP	Coefficient	t value	Pr(>|t|)	R-square	Adjusted R-square	F-value
Intercept	0.27	3.05	0.00	0.94	0.94	472.50
CRMP1	0.17	8.41	0.00			
CRMP2	0.11	5.36	0.00			
CRMP3	0.11	7.19	0.00			
CRMP4	0.17	10.25	0.00			
CRMP5	0.13	7.00	0.00			
CRMP6	0.14	6.22	0.00			
CRMP7	0.14	7.84	0.00			

Note that some methods can be more accurate than others. Table 4-52 shows that the value of R-squared and adjusted R-squared is 0.94, which means about 94% of the variation in customer satisfaction levels for Botswanan SOEs could be measured by statements about CRM practices. In addition, the F-value is 472.50, which is greater than 1. Thus, higher precision in relationship building is achieved by considering CRM practices as independent statements and customer satisfaction as conditional statements, whereby the p-value for all statements is 0.00, which is < 0.05; hence, the null hypothesis that CRM practices do not influence customer satisfaction is rejected. Finally, the coefficient values reflect the extent of the relationship. Here, the treatment of all suppliers

improves relative to procurement (CRMP1) by 1%, and the application of supplier performance to all suppliers (CRMP2), the feedback session with the suppliers (CRMP3) and the customer satisfaction base for service provision (CRMP4) customer satisfaction improve by 0.17%, 0.11%, 0.11% and 0.17%. In addition, the practice of pre-determining customer expectations (CRMP5), inferring customer ability to assess their needs (CRMP6), and keeping customer complaints assessment at all levels of the SC (CRMP7) increased by 1% for all and customer satisfaction increased by 0.13%, 0.14% and 0.14%, respectively. Therefore, implementing CRM practices improves customer satisfaction in Botswanan SOEs.

ISP implementation in Botswana state-owned enterprise

A review of the conducted literature found that information sharing is a belief in cooperative behaviour, and a higher level of alliance-building to willingly maintain the diffusion of operational information among SC partners enable joint planning of strategies. By defining the scope of proprietary and critical information communication between SC members about product, market, or customer information, these practices enable a well-coordinated system benefit. As the information exchange practices help inform people in the SC and stakeholders about internal and external information, they enable efficient and valuable business transactions, better customer service, fast information access, better communication, increased productivity, paper-based work reduction and reduction of time consumption. Thus, information-sharing practices help improve customer satisfaction, build partner trust, gain competitive advantage, and improve business performance. Therefore, to provide better service delivery and consumer satisfaction; state-owned companies in Botswana need to examine the role of information-sharing practices. The section establishes the link between information exchange practices and business performance and examines their role. Since the pilot tests with 23 respondents made it possible to derive the efficiency of the statements when measuring the components, all statements for the impact analysis were taken into account here. The statements depicting information-sharing practices and their impact are considered independent variables, while the variation derived from the performance of state-owned companies in Botswana is considered a dependent variable.

Before investigating the effects, it is important to have information about the primary responses of the research participants and conduct a descriptive analysis of the perceptions of the staff. Therefore, Table 4-53 presents the descriptive analysis to provide more details about the general perception of employees about the role of information exchange practices.

Table ***Error! No text of specified style in document.***-71: Descriptive analysis of Information sharing practices

Statements	Number	Min	Max	median	Mean	SE. mean	var	std.dev
ISP	229	2	7	5.00	4.89	0.08	1.55	1.24
ISP1	229	1	7	5.00	4.90	0.11	2.86	1.69
ISP2	229	1	7	5.00	4.79	0.11	2.80	1.67
ISP3	229	1	7	5.00	4.44	0.11	2.63	1.62
ISP4	229	1	7	5.00	4.93	0.11	2.72	1.65
ISP5	229	1	7	5.00	4.77	0.11	2.60	1.61
ISP6	229	1	7	5.00	4.76	0.10	2.25	1.50
ISP7	229	1	7	5.00	4.51	0.11	2.59	1.61

Some interesting observations can be generated about the results of this experiment. Table 4-53 shows that the answer for statements ISP1 through ISP7 represents all 7-point Likert scores when considering public sector employees from Botswanan state-owned companies, and when examining their perception of the role of information exchange practices. However, for the statement ISP, the values vary from 2 (strongly opposed) to 7 (completely agree). In addition, the median for the entire statement is 5, which means that the consumer agrees to some extent with the information exchange practices. The mean value for all statements is approximately 5; on average, respondents somewhat agree with the role of information exchange practices except for ISP3.

Nevertheless, the respondents favour the statement ISP3 (statement on the practice of information exchange) since the value is close to 4 (neutral). Since the standard error is less than 1 for all statements, the likelihood of biases and errors in calculating the average response of the research participants is lower. After all, the standard deviation for all statements except ISP is close to 2, and for the statements ISP1, ISP2, ISP4, ISP5, ISP6 and ISP7 they range from somewhat disagree to very agree, while the answer of the employees for ISP3 varies from negative to approving. After all, the standard deviation value for ISPs is close to 1. Therefore, the perception of the employees varies from neutral to approval. Hence, descriptive analysis of responses from government employees shows that most of them understand the role of information-sharing practices and their impact on business performance for Botswanan SOEs.

There are a few points to consider when looking at the results. The descriptive analysis helped determine respondents' perception of the role of information exchange practices in business performance, but the impact assessment could only be performed through statistical analysis. Before assessing the impact, however, the nature of the dataset must be assessed, as a non-symmetry or a non-normal distribution could compromise the adequacy of the result. Table 4-54 shows the normality test results.

Table ***Error! No text of specified style in document.***-72: Normality test for Information sharing practices

Statements	Skewness	Kurtosis
ISP	-0.41	2.52
ISP1	-0.75	2.47
ISP2	-0.58	2.17
ISP3	-0.36	2.07
ISP4	-0.67	2.50
ISP5	-0.79	2.88
ISP6	-0.69	2.80
ISP7	-0.44	2.31

The results above are interpreted with the skewness and kurtosis tests to determine the type of distribution. Here the skew values are as follows: ISP is -0.41, ISP1 is -0.75, ISP2 is -0.58, ISP3 is -0.36, ISP4 is -0.67, ISP5 is -0.79, ISP6 is -0 .69 and ISP7 is -0.44. It is necessary to understand the consequences of this behaviour when the value of all statements is close to 0, or moderately skewed. This means that there is approximate symmetry in the dataset. Also, the kurtosis values are as follows: ISP 2.52, ISP1 2.47, ISP2 2.17, ISP3 2.07, ISP4 2.50, ISP5 2.88, ISP6 2.80, and ISP7 2.31. The results show that all statements have a normal distribution with a kurtosis value of less than 3 and a skewness value of more than -1.

In addition, since the dataset considered for the analysis is normal, the link between the practice of information exchange and company performance could be drawn to assess the magnitude. Here, the correlation analysis determines the strength of the relationship, and therefore Table 4-55 shows the results of the correlation analysis.

Table *Error! No text of specified style in document.*-73: Correlation analysis for Information sharing practices

Statements	Pearson coefficient
ISP	1.00
ISP1	0.68
ISP2	0.69
ISP3	0.64
ISP4	0.74
ISP5	0.75
ISP6	0.78
ISP7	0.77

A statistical analysis of the data was performed to determine which variables influenced the value of the Pearson's correlation coefficient for all statements and were greater than the required value (ISP1 is 0.68, ISP2 is 0.69, ISP3 is 0.64, ISP4 is 0.74, ISP5 is 0.75, ISP6 is 0.78, and ISP7 is 0.77). Descriptive statistics were quantified for all study variables with values of all statements at above 0.5, showing a moderate connection. Hence, there is a link between the practice of information exchange and the organisational performance of Botswana state-owned companies, and the relationship between them can be determined through further analysis.

In assessing the impact of information sharing practices on business success, the hypotheses below need to be assessed for a significance level of 5%.

H_{03}: Information sharing practice does not significantly influence organisational performance by updating any changes along the supply chain.

H_{A3}: Information sharing practice significantly influences organisational performance by updating any changes along the supply chain.

Therefore, to test the above hypotheses, it is necessary to build the model to investigate relationships between information exchange methods and operating results. Regression analysis helps statistically test the hypothesis and evaluate the relationship, and Table 4-56 shows the regression analysis results for the variables.

Table *Error! No text of specified style in document.*-74: Regression analysis for Information sharing practices

ISP	Coefficient	t value	Pr(>|t|)	R-square	Adjusted R-square	F-value
Intercept	0.18	2.11	0.04	0.94	0.94	483.20
ISP1	0.18	10.18	0.00			
ISP2	0.10	5.51	0.00			
ISP3	0.11	6.84	0.00			
ISP4	0.19	10.76	0.00			
ISP5	0.14	7.67	0.00			
ISP6	0.14	6.06	0.00			

Table *Error! No text of specified style in document.*-74: Regression analysis for Information sharing practices						
ISP7	0.13	7.02	0.00			

Statistical methods interpret the table above, showing that the model's R-squared and adjusted R-square values are 0.94. Here, this value shows that around 94% of the fluctuations in the organisational performance of Botswanan SOEs can be attributed to the practices of information exchange taken into account. In addition, the F-value of 483.20 is greater than the required value of 1. Thus, greater accuracy in calculating the impact is determined by including information-sharing practices as independent statements. To test the hypothesis, the p-value of each statement was assessed. Since the value of all statements is 0.00, which is less than the required value of 0.05, the null hypothesis that information-sharing practices do not significantly impact business performance by updating all changes along the supply chain is rejected. The coefficient value of each statement helps determine the extent of the impact. This improves the organisational performance by 0.18, with a 1% increase in the joint business strategy with our partners (ISP1), changes in the communication of requirements with suppliers in advance (ISP2) and the exchange of information by suppliers within the required time with employees (ISP3) at 0.10% and 0.11%.

In addition, the 1% increase in informing trading partners about business-related matters (ISP4) and trading partners of companies that share company knowledge about important company processes with the organisation (ISP5) improves company culture performance by 0.19% and 0, 14%. Finally, the 1% increase in information exchange practices between organisations and their trading partners to prepare business planning (ISP6) and inform each other of transactions or modifications that may affect other stakeholders (ISP7) improves organisational performance by 0.14% and 0.13%. Therefore, information exchange practices help improve the organisational performance of the SOEs in Botswana.

IQP extent of implementation in Botswana state-owned enterprise

Information sharing is critical for effective SCM, but the performance also depends on the shared information quality as inaccurate or delayed information can result in detrimental operational effectiveness. Thus, information condition is essential for decision-making in daily operations – organisations with the ability to react to information have better internal operations understanding. Organisational information quality improves decision-making, makes for profitable projects, possible future business avenues, and timely and accurate information. Thus, firms' information needs to be high-quality and support decision-making methods. Hence, there is a need to examine the role of information quality practices and their extent of implementation for the Botswanan SOEs. This section will statistically examine the link between the information quality practices and the SC partners' trust. Pilot testing of 23 employees' perceptions showed that all statements considered to measure the information quality practices are effective. Thus, the impact assessment could be done by including all statements. For this, the statements representing the influence of information quality practices are regarded as the independent variables, while the contribution in building trust among partners of the SC is the dependent variable.

The focus is on determining the impact of information quality practices. Before assessing the impact of the basic nature of the respondents' perception, they need to be examined to determine the overall perspective on the role of information quality practices.

The descriptive analysis needs to be done to emphasise the employee's perception. The outcome of the investigation is shown in Table 4-57.

Table *Error! No text of specified style in document.*-75: Descriptive analysis for Information quality practices

Statements	Number	Min	Max	median	Mean	SE. mean	var	std.dev
IQP	229	1	7	5.00	4.57	0.08	1.65	1.28
IQP1	229	1	7	5.00	4.43	0.10	2.33	1.52
IQP2	229	1	7	5.00	4.60	0.09	1.83	1.35
IQP3	229	1	7	5.00	4.47	0.10	2.21	1.49
IQP4	229	1	7	5.00	4.50	0.10	2.29	1.51
IQP5	229	1	7	5.00	4.86	0.10	2.39	1.55

Similarly, considering 229 government employees, the descriptive analysis states the respondents' perception for all the statements on a 7-point Likert scale. The median value for all statements is 5 (somewhat agree) for the employees towards information quality practices. Further, for all the statements except IQP3, the mean value is close to 5, depicting that, on average, the response of 229 employees is towards somewhat agree with regards to information quality practice influence on Botswanan SOEs. IQP3 here with 4.47 has a value close to 4, wherein the neutral response of employees towards information quality practices can be seen. The standard error for all the statements is low, thus meaning fewer biases in examining the average response of the employees. Lastly, IQP1, IQP4, and IQP5 values of standard deviation are close to 2, depicting that employees' responses vary from somewhat disagree to extremely agree. However, for IQP, IQP2, and IQP3, the value is close to 1, wherein IQP and IQP2 state that the employees' response to information quality practice varies from neutral to agree, while IQP3 perception varies between somewhat disagree to somewhat agree. Thus, the descriptive analysis states that Botswanan SOEs accept information quality practices, despite the variations.

Descriptive analysis has identified the role of information quality practices in affecting organisations' performance, but still, for determining the impact, statistical assessment is required. Impact examination helps build the relationship between variables, but initially, it is required to realise the nature of the dataset. As a non-normal and asymmetric relationship adds biases and diminishes the adequacy of results, thus dataset distribution was examined using a normality test. Table 4-58 shows the results.

Table *Error! No text of specified style in document.*-76: Normality test for Information quality practices

Statements	Skewness	Kurtosis
IQP	-0.31	2.54
IQP1	-0.36	2.25
IQP2	-0.37	2.36
IQP3	-0.44	2.57
IQP4	-0.45	2.47
IQP5	-0.82	2.96

Table 4-58 depicts the skewness levels for information quality practices as follows: IQP is -0.31, IQP1 is -0.36, IQP2 is -0.37, IQP3 is -0.44, IQP4 is -0.45, and IQP5 is -0.82. As all the statements' value is more than -1, symmetricity is present in the dataset. Further, the kurtosis values are as follows: IQP is 2.54, IPQ1 is 2.25, IQP2 is 2.36, IQP3 is 2.57, IQP4 is 2.47, and IQP5 is 2.96. With all

kurtosis values less than 3 and skewness more than 1, the distribution for all the statements is normal. Hence, the dataset is adequate and can be explored further for building links.

This section focusses on determining the impact of information quality practices for Botswanan SOEs, but still, before impact examination, establishing a link is required. As the linkage enables determination of the magnitude of the relationship thus, a correlation analysis is required. Correlation analysis depicts the strength of the linkage, and the results are shown in Table 4-59.

Table ***Error! No text of specified style in document.***-77: Correlation analysis for Information quality practices

Statements	Pearson coefficient
IQP	1.00
IQP1	0.85
IQP2	0.88
IQP3	0.88
IQP4	0.88
IQP5	0.64

For the correlation analysis, the values of the Pearson coefficient for all statements are as follows: IQP1 is 0.85, IQP2 is 0.88, IQP3 is 0.88, IQP4 is 0.88, and IQP5 is 0.64, which are all greater than the required level. As the value is more than 0.5, thus there is the possibility of information quality practices influencing the trust-building between SC partners. Thus, further analysis was done considering all statements for impact analysis.

The impact of information quality practices needs to be determined. Thus, the below-stated hypotheses were examined for a 5% significance level.

H_{04}: Information quality practice does not significantly build trust between supply chain partners.

H_{A4}: Information quality practice does have a significant contribution in building trust between partners of the supply chain.

Therefore, model building is required (Hacklin & Wallnöfer, 2012). Regression analysis helps examine the relationship between variables and test the hypothesis based on the built model; Table 4-60 presents the results.

Table ***Error! No text of specified style in document.***-78: Regression analysis for Information quality practices

IQP	Coefficient	t value	Pr(>|t|)	R-square	Adjusted R-square	F-value
Intercept	0.00	0.04	0.97	0.96	0.96	1010.00
IQP1	0.20	10.34	0.00			
IQP2	0.22	8.98	0.00			
IQP3	0.20	7.73	0.00			
IQP4	0.21	8.71	0.00			
IQP5	0.17	13.09	0.00			

The regression table shows that the values of R-square and adjusted R-square are 0.96, representing about 96% of the variation in trust-building of SC partners as being determined by the information quality practices. The F-value is 1010, which is greater than 1. Thus, more precision in the formulation of the model is derived by including information quality practices statements as independent variables. Further, the p-value of all the statements is 0.00, which is less than the required value of 0.05. Thus, the null hypothesis of having no significant contribution of information quality practices in building trust between the supply chain partners

is rejected. For this relationship, coefficient values of the statement depict the magnitude of linkage. Thus, with a 1% increase in timely information exchange (IQP1), accurate data exchange (IQP2), complete data exchange (IQP3), adequate data exchange (IQP4), and reliable information exchange between the organisation and its trading partners (IQP5) improve the trust-building with SC partners by 0.20%, 0.22%, 0.20%, 0.21%, and 0.17%, respectively. Hence, information quality practices improve the trust among SC partners for Botswanan SOEs.

ILP extent of implementation in Botswana state-owned enterprise

Lean refers to the practices of using fewer inputs to create output, thereby making more choice products available. In the SC, lean practices enable the management of a fewer number of resources; thus, they help reduce the cost of the process by eliminating waste. Thus, leanness for an organisation is the area of concentration to pursue business continuity. In government or public institutions, this SC training is essential as leanness in the system means minimised and highly integrated SC, thereby assuring closer productive partnerships and cost-saving. The practices employ continuous improvement techniques to eliminate excess inventory usage and improve response time for consumers and the quality of services. Thus, there is an interconnection between the lean practices and the SC partnerships attained by the organisation (Jain & Nfila, 2011). Hence, the role of internal lean practices needs to be determined for Botswanan SOEs. This section focuses on statistically examining the impact of internal lean practices. The pilot testing of 23 respondents identified that all the statements considered in the research are effective and can be used for the final assessment. Thus, the impact analysis was based on the public sector employees' responses. Herein, statements representing the internal lean practices of Botswanan SOEs are regarded as the independent variables, while objective achievement among the public sector and customers is the dependent variable.

Before the statistical evaluation of the internal lean practices, the nature of the dataset needs to be examined to gather a brief overview of the respondents' perceptions. Thus, descriptive analysis is required to help evaluate the employees' responses to the role of internal lean practices; the results appear in Table 4-61.

Table *Error! No text of specified style in document.*-79: Descriptive analysis for Internal lean practices

Statements	Number	Min	Max	median	Mean	SE. mean	var	std.dev
ILP	229	1	7	5.00	4.90	0.08	1.63	1.28
ILP1	229	1	7	5.00	4.89	0.11	3.00	1.73
ILP2	229	1	7	5.00	4.77	0.11	2.90	1.70
ILP3	229	1	7	5.00	4.43	0.11	2.84	1.69
ILP4	229	1	7	5.00	4.90	0.11	2.89	1.70
ILP5	229	1	7	5.00	4.83	0.11	2.53	1.59

The above table descriptive analysis depicts the 229 government employees' responses Further, the median value is 5 representing a somewhat agreed response from the employees on the role of internal lean practices. The mean value for all the statements except ILP3 is close to 5, thus showing that on average, most respondents somewhat agree with the internal lean practice's role on Botswanan SOEs, while for ILP3, the value is close to 4, depicting the neutral response of employees towards internal lean practices role. The standard error value for all the statements is low, representing fewer biases and errors in the computation of the average

behaviour of government employees on internal lean practices. The standard deviation value for all the statements except ILP is close to 2, thus signifying that employees' responses to ILP1, ILP2, ILP4, and ILP5 vary from somewhat disagree to extremely agree.

In contrast, for ILP3, the employee's perception of the role of internal lean practices varies from disagreeing to agree. Lastly, for ILP, the standard deviation value is close to 1; thus, the response varies from neutral to agree. Hence, most respondents agree on the role of internal lean practices in achieving objectives for Botswanan SOEs.

Even though descriptive analysis identified most employees' brief perception of the role of internal lean practices, a statistical examination is still required to assess the linkage between variables; however, before evaluating, examining the nature of the dataset as asymmetric or non-normal distribution results in reducing the efficiency of outcomes. Table 4-62 shows the normality test results, wherein the nature of the dataset is examined.

Table ***Error! No text of specified style in document.***-80: Normality test for Internal lean practices

Statements	Skewness	Kurtosis
ILP	-0.55	2.97
ILP1	-0.84	2.59
ILP2	-0.54	2.10
ILP3	-0.40	2.06
ILP4	-0.60	2.31
ILP5	-0.83	3.07

Table 4-62 depicts the skewness values as follows: ILP is -0.55, ILP1 is -0.84, ILP2 is -0.54, ILP3 is -0.40, ILP4 is -0.60, and ILP5 is -0.83. As the skewness for each statement is more than -1, there is moderate skewness present, but still, the dataset is close to symmetric. Further, the kurtosis values are as follows: ILP is 2.97, ILP1 is 2.59, ILP2 is 2.10, ILP3 is 2.06, and ILP4 is 2.31. Though for ILP5, the value is 3.07, the value is close to 3. Thus, with the kurtosis value close to or less than 3 ,and a skewness value of more than -1, the dataset representing the role of internal lean practices shows a normal distribution; further examination could be done for the impact analysis.

This section aims to determine the impact of internal lean practices on achieving objectives among customers and the public sector for Botswanan SOEs, but still, there is a need to assess the linkage before building in the relationship. Thus, correlation analysis is applied as it helps examine the magnitude of linkage and determine the strength of the relationship (Headrick, 2016). The impact of the analysis is exemplified in Table 4-63.

Table ***Error! No text of specified style in document.***-81: Correlation analysis for Internal lean practices

Statements	Pearson coefficient
ILP	1.00
ILP1	0.74
ILP2	0.73
ILP3	0.72
ILP4	0.72
ILP5	0.71

The correlation analysis result shown in Table 4-57 illustrates the Pearson coefficient values as follows: ILP1 is 0.74, ILP2 is 0.73, ILP3 is 0.72, ILP4 is 0.72, and ILP5 is 0.71. As for all the statements, the value is more than the required value of 0.5. Thus, the possibility of having a relationship between variables as at least moderate linkage exists between independent and dependent statements. Thus, further analysis could build the model to examine the relationship.

As shown above, to determine the impact of internal lean practices on achieving the objectives for customers and the public sector, the below-stated hypotheses requires being assessed at a 5% significance level.

H_{05}: Internal lean practices do not significantly contribute to achieving objectives shared among the customers and the public sector.

H_{A5}: Internal lean practices significantly contribute to achieving objectives shared among the customers and the public sector.

Based on the linkage between the variables, the model could be built considering all the statements. The regression analysis determines the impact of independent statements on the dependent variable; thus, the above-stated hypotheses were assessed. The results of hypothesis testing via the regression are in Table 4-64.

Table ***Error! No text of specified style in document.***-82: Regression analysis for Internal lean practices

ILP	Coefficient	t value	Pr(>|t|)	R-square	Adjusted R-square	F-value
Intercept	0.31	3.17	0.00	0.91	0.91	472.70
ILP1	0.20	8.50	0.00			
ILP2	0.13	5.52	0.00			
ILP3	0.16	8.27	0.00			
ILP4	0.24	13.62	0.00			
ILP5	0.22	11.50	0.00			

Table 4-64 depicts that the value of R-square and adjusted R-square is 0.91, representing about 91% variation in the achievement of objectives for Botswanan SOEs due to the internal lean practice's statements. The F-value is 472.70 which is more than the required value of 1. Thus, more precision in the computation of impact is determined by including internal lean practices statements as independent variables. The p-value for all the statements is 0.00, less than 0.05. Thus, the null hypothesis of having no significant contribution of internal lean practices to achieving objectives shared among the customers and the public sector is rejected. The coefficient value could determine the magnitude of the relationship or impact for the statements. Thus, herein the coefficient represents that with a 1% increase in organisations' continuous quality improvement program (ILP1), strive to reduce time wastage in operations (ILP2), and production of only products ordered by customers, i.e., pull production system (ILP3) improves the objective attainment by 0.20%, 0.13%, and 0.16%, respectively. Further, a 1% rise in organisations practices of a push to suppliers (ILP4), and organisation streamlining ordering, receiving and other paperwork from its suppliers (ILP5), improves the achievement of objectives among customers and public sector by 0.24% and 0.22%, respectively. Hence, internal lean practices contribute to attaining objectives for Botswanan SOEs.

PSTP extent of implementation in Botswana state-owned enterprise

Postponement practices are the marketing strategy or concept that are focussed on differentiating the product based on its inventory location, form, or identity. During the production work in progress stage, the purpose is to complete production and minimise waste. Herein, the customer demand is met along with reducing cost. As these practices help understand the delay factor and enable the organisation to be focussed more on the contribution of the SCMPs in state-owned enterprises, it is essential to examine these practices' extent. Thus, this section examines the role of postponement practices in Botswana SOEs. Pilot testing with 23 respondents identified that all the statements considered in the research to represent that the postponement practices are effective. Thus, herein, the impact assessment is done statistically. For this, the statements representing the influence of postponement practices are the independent variables while contributing to reducing waste and saving costs in the public sector are the dependent variables.

With the focus on statistical evaluation for determining the impact of postponement practices on reducing waste and saving cost, it is initially required to examine the nature of the dataset to have brief information about the general perception of responses. For this, descriptive analysis enables identifying the role of postponement practice on a majority basis (Hong et al., 2008). The analysis results appear in Table 4-65.

Table **Error! No text of specified style in document.**-83: Descriptive analysis for postponement practices

Statements	Number	Min	Max	median	Mean	SE. mean	var	std.dev
PSTP	229	1	7	4.00	4.26	0.08	1.45	1.20
PSTP1	229	1	7	4.00	4.14	0.09	1.97	1.41
PSTP2	229	1	7	4.00	4.17	0.09	2.04	1.43
PSTP3	229	1	7	4.00	4.22	0.10	2.31	1.52
PSTP4	229	1	7	4.00	4.04	0.10	2.16	1.47
PSTP5	229	1	7	5.00	4.73	0.10	2.39	1.55

The above table depicts the opinions from the collection of public sectors employees of Botswanan SOEs on a 7-point Likert scale. The median value of all the statements except PSTP5 is 4, depicting neutral opinion towards the role of postponement practices, while PSTP5 is 5 representing somewhat agreement of the employees. The average response for all the statements for the government employees except PSTP5 is close to 4, representing again neutral perception on the role of postponement practices for Botswanan SOEs. PSTP5 value is close to 5, showing employees somewhat agree on postponement practices' role.

Further, the standard error value for all the statements is less; thus, there is less error possibility or bias in the computation of average responses for the employees. Lastly, the standard deviation value for PSTP, PSTP1, PSTP2, and PSTP4 is close to 1, representing that employees' perceptions vary from somewhat disagree to somewhat agree on the role of postponement practices. The remaining statements, i.e., PSTP3 and PSTP5, are close to 2, wherein the PSTP3 value represents that perception varies from disagreeing to agree, while for PSTP5, employees' responses vary from somewhat disagree to extremely agree. Thus, the employees included in the research are mostly neutral on postponement practices towards reducing waste and cost-saving.

Descriptive analysis has not emphasised postponement practices' role for Botswana SOEs, but impact analysis will be done for the exact computation of the role. However, before the statistical analysis, it is essential to examine the dataset's nature as non-normality

and asymmetricity in the dataset could reduce the efficiency and adequacy of results. Table 4-66 presents the normality test results for determining the nature of the dataset.

Table **Error! No text of specified style in document.**-84: Normality test for postponement practices

Statements	Skewness	Kurtosis
PSTP	-0.43	3.32
PSTP1	-0.30	2.58
PSTP2	-0.30	2.67
PSTP3	-0.47	2.66
PSTP4	-0.36	2.67
PSTP5	-0.58	2.70

Results of the normality test depict that the skewness values as follows: PSTP is -0.43, PSTP1 is -0.30, PSTP2 is -0.30, PSTP3 is -0.47, PSTP4 is -0.36, and PSTP5 is -0.58. As for all the statements, the value is more than -1. Thus, there is moderate skewness, but still, the value is close to symmetric. Kurtosis values are as follows: PSTP1 is 2.58, PSTP2 is 2.67, PSTP3 is 2.66, PSTP4 is 2.67, and PSTP5 is 2.70, which are less than 3. For PSTP, though, the value is 3.32, which is more than 3, but as the value is close to 3, it represents an adequate level. Correspondingly, the skewness value for all statements is more than -1, and even kurtosis is around the required value of 3. Hence, the dataset is normally distributed and could be considered for impact analysis.

Before building the model to determine the relationship between variables, it must assess the strength of linkage (Hacklin & Wallnöfer, 2012). Correlation analysis helps examine the linkage and the magnitude of the relationship (Headrick, 2016). Table 4-67 presents the results of the correlation analysis for the postponement practices.

Table ***Error! No text of specified style in document.***-85: Correlation analysis for postponement practices

Statements	Pearson coefficient
PSTP	1.00
PSTP1	0.77
PSTP2	0.75
PSTP3	0.85
PSTP4	0.82
PSTP5	0.67

Table 4-67 depicts the Pearson correlation coefficient values as follows: PSTP1 is 0.77, PSTP2 is 0.75, PSTP3 is 0.85, PSTP4 is 0.82, and PSTP5 is 0.67. In other words, the value for all the statements is more than the required value of 0.5, and there is at least a moderate relationship between the variables. Hence, there is the possibility of postponement practices on the reduction of waste and saving costs for the public sector (Hong et al., 2008).

For building in the relationship between variables, the below-stated hypotheses are assessed at a 5% significance level.

H_{06}: Postponement practices do not significantly reduce waste and save costs in the public sector.

H_{A6}: Postponement practices have a significant contribution to reducing waste and saving costs in the public sector.

The model is built to test the above-stated hypotheses, wherein the relationship between postponement practices and waste reduction is determined. Regression analysis helps in impact examination and hypothesis testing, and the findings of the analysis have been shown in the Table 4-68.

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Table ***Error! No text of specified style in document.***-86: Regression analysis for postponement practices

PSTP	Coefficient	t value	Pr(>|t|)	R-square	Adjusted R-square	F-value
Intercept	-0.01	-0.11	0.91	0.96	0.96	1011.00
PSTP1	0.19	11.18	0.00			
PSTP2	0.18	10.74	0.00			
PSTP3	0.25	12.19	0.00			
PSTP4	0.20	9.55	0.00			
PSTP5	0.19	14.81	0.00			

Table 4-68 shows that the value of R-square and adjusted R-square is 0.96, wherein 96% of the variation in reducing waste and cost-saving for the public sector could be represented by the postponement practices. F value is 1011, which is more than the required value of 1. Thus, more precision in the computation of impact is determined by considering postponement practices statements as independent variables. The p-value for all the statements is 0.00, less than the required significant level of 0.05. Thus, the hypothesis (null) of having no significant contribution of postponement practices towards reducing waste and saving costs in the public sector is rejected. The magnitude of the relationship for each of these significant statements helps determine the impact by considering the coefficient value. Herein, coefficient value shows that with a 1% increase in organisations' products designing for flexible assembly (PSTP1), batch production process components re-arrangement for the customisation at distribution centres (PSTP2), and delay in final assembly activities until receipt of customer orders (PSTP3), increases waste reduction by 0.19%, 0.18%, and 0.25%, respectively. Further, a 1% rise in organisation practices of delays in ultimate product gathering to the latest probable position in the SC and merchandises storage at suitable customer-oriented distribution points (PSTP5) increases the reduction of waste and cost-saving for the public sector by 0.20% and 0.19%, respectively. Hence, postponement practices are essential for the Botswana SOEs to save cost and reduce waste.

CHAPTER SUMMARY 4

The chapter explores the SCMP in Botswanan SOEs wherein, initially, a pilot testing was done with 23 government employees. The demographic results showed most employees coming from the southern area, being young and middle-aged, and they were educated employees with experience of more than five years. The pilot testing consisted of people who considered SCMP influence on organisational profits as having a strategic effect in organisation objectives achievement, and the existence of problems in affecting SCMPs.

Further, the reliability analysis represented the efficiency of all statements in measuring the respective practices under investigation: SSR, CRM, IS, IQ, IL, and Pp practices; thus, final testing with public sector employees was done. The research with northern and southern region middle-aged, educated employees with professional experience of more than five years but the length of work in the five or below years experience majorly considered SCMP rating important.

For the knowledge on SCMPs, most of them accepted its influence on organisations' profits, high visibility of these practices in their organisation, implementation of such practices in their organisation, presence of strategic effect in achieving organisational objectives, and having problems affecting SCMP implementation.

However, the hypothesis testing revealed that all practices, SSR, CRM, IS, IQ, IL, and Pp, significantly influence informed members in the following order: The derivation of better customer satisfaction, improving organisational performance, improving the trust among SC partners, attaining objectives, and saving the cost and reducing waste, respectively. Hence, SCMPs are relevant for Botswanan SOEs to have better organisational performance and competitive advantage.

CHAPTER FIVE

5.0. SYNTHESIS AND INTEGRATION

Introduction

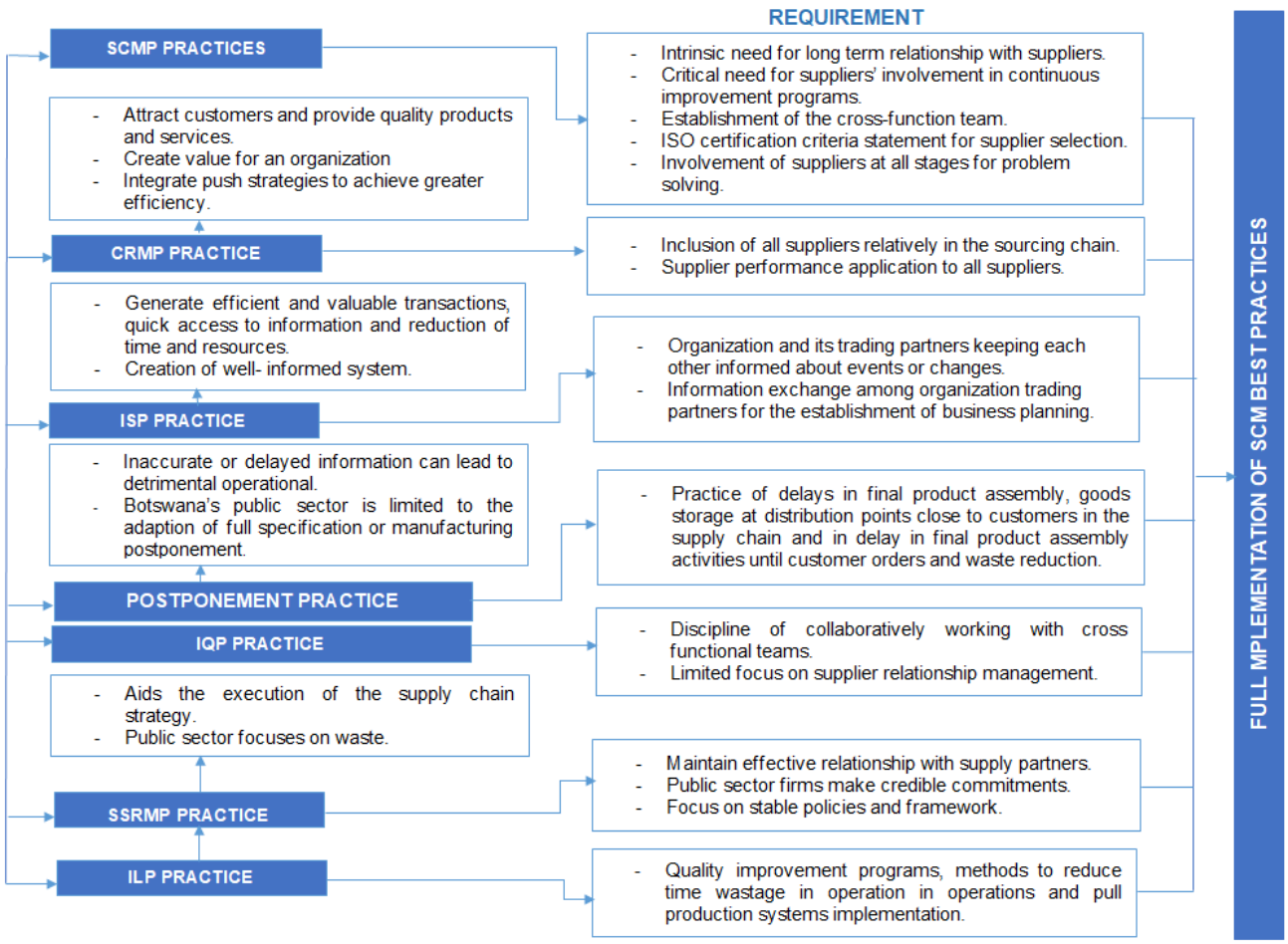
SCM has been identified as an effective management technique contributing to the regulation of SC activities for optimising business performance and obtaining competitive advantage (Matsui et al., 2018). Botswana has attained remarkable growth in socio-political stability, economy, or education with its political system based on equitable distribution of services and resources (Temtime et al., 2004). The country gained a reputation for adherence to democratic principles and economic management. As the country's focus is on regulating the efforts to create less dependent regional economic development, many SCMPs have been employed across the country by organisations to improve performance (Kumar & Kushwaha, 2018). The effectiveness of these practices is based on the downstream and upstream members, and organisations are applying them to have simultaneous performance with the system. There is a need to examine the SCMPs' implementation extent (Hallavo, 2015).

This study thus inquires the level of application of SCMPs in Botswanan SOEs. Though many existing studies have explored the concept of SCMBPs, not many have focussed on examining the level of SCMP implementation empirically and relating them with the possible determinants influencing organisational performance. As the Botswanan government reduces the dependencies on economic development by improving SCMPs, a lack of understanding about the concept at middle and top-level management hamper the implementation. Consequently, this chapter briefly discusses the major contributions and outcomes of the study concerning different SCMPs implementation. Initially discussing the study's problem statement, significance, and methodology, the chapter examines each objective. It is essential to demonstrate the breadth and depth of information independently with relevant literature. This chapter establishes a clear relation between the existing literature and the research. So, the chapter identifies the original contribution of the study in the field by stating the perspective of Botswanan SOEs' employees.

Theoretical Framework or Model of Study

There is a misalignment of SCPs within the public sector organisations resulting from a poor focus on ownership structures and commercial outcomes. Political influences, government interventions to procure the raw materials from local supply partners, and lack of development in SOEs restrain the SCMPs in Botswana SOEs. However, the interaction of organisational settings with external stakeholders has seen fundamental development due to initiatives towards strategic management of public sector corporations and transformational policies of the government. However, there are many loopholes in the internal processes that need to be addressed with utmost priority to increase the dynamic attributes of SOEs. Existing research has not focussed on exploring the implementation status of Botswana SOEs and determining the effectiveness of different SCMPs in the organisation. Thus, a model is developed to state the major derivations of the SCMP status in Botswana, shown in Figure 5-1.

Figure *Error! No text of specified style in document.*-52: New Research Theoretical Model



Botswana SOEs have implemented SCMPs on the execution level, but its strategic penetration in the system with appropriate compliance and effective governance is still challenging. There are some imperative requirements for the government of Botswana to execute the day-to-day functioning of SCM that includes corporate strategy alignment with the SC partners, working towards eliminating the high level of corruption and strikes in the public sector, and putting efforts towards the efficiency of service delivery by making the chain of operations smooth and integrated (Mukhamedjanova, 2020). The misalignments in implementing SCM methods stem from weaknesses in government control and compliance over sovereign enterprises' SCPs. In the interim, heightened need for transformation targets and restructuring of the SCMPs in Botswana SOEs has become imminent. The SCMPs in Botswana are designed around the main elements of acquisition, logistics, and disposal. There is a lack of a regulated and integrated relationship with the supply partners where common goals can be shared, and a fair, equitable, transparent, and healthy relationship can be achieved (Sundram et al., 2016).

SCMBPs in Botswana are set so that procurement policies allow SOEs to acquire materials within government partnerships only. Such partnerships within the government or only with local suppliers are developed to support the vision of the government to fulfil national goals, such as employment generation benefits to local supply partners with the help of effective SCMBPs in Botswana. Firms encounter further challenges in applying SCMBPs for they require a firm infrastructural basis, which is unavailable in many nations. Thus, this underlying weakness in the infrastructure and other similar shortcomings may impede the practical applicability

of the best practices in some countries. In this regard, the first and most common and persistent challenges in implementing the SCMBPs in developing countries such as Botswana are uncertain conditions leading to a ballooning of overall SC costs. The lack of basic infrastructure at every level may lead to bottlenecks in the SC, leading to an increase in the total costs incurred (Mukhamedjanova, 2020). Thus, there is an intrinsic need for long-term relationship with suppliers, critical suppliers involvement in continuous improvement programmes, the establishment of the cross-function teams at the product/service design stage, ISO certification criteria for supplier selection, and involvement of suppliers at all stages for problem-solving to lead to better relations with suppliers.

Additionally, CRM measures how well an SC system is performing. In the case of SOEs of Botswana, customers are local indigenous citizens and the community that gets a greater understanding of the overall performance of the PSUs. It is challenging for SOEs to identify the end customers' needs and cater to them (Chiguvi, 2020). CRM needs to be designed to perceive and identify both quantity and output quality for the public sector. Citizens and the community of Botswana do not get wholesome benefits of effective CRM practices initiated by the government as corruption and wastage of internal resources create hindrances. For efficient customer relationships, SOEs need to focus on the wants and needs of customers in terms of services offered by public sectors. Public organisations like power corporations, postal services, railways need to be customised to suit customers' expectations. Local government authorities are putting efforts to transition their marketing and customer relationship strategies from mass appeal to customised marketing to satisfy the customers. CRM is fundamental for parastatals as it helps to understand the existing client's needs and predict the future requirements of the market. CRM also works to reach potential customers as existing customers and their loyalty is a source of communication to the external environment about the firm and its marketing approach (Srivastava, 2012). Further, CRM needs modern-day businesses to be proactive towards the market's needs as it provides firms with a competitive advantage and increases their efficiency due to high service quality and lowered cost.

The extent of CRM in an organisation can be determined with the help of complaints and grievances of the public or the customers. In Botswana, parastatals have the majority of all operations relating to nation-building, and therefore a monopolistic approach is predominant. Customers have expressed a paradigm shift towards quality-oriented demands such as clean water, tarred roads, efficient lighting, and streetlights, especially in high or medium-density population areas. If strategically aligned in the public sector, CRM has the power to support local authorities to promote rapid growth (Lewis & Pain, 2014). Thus, improvements in public sector customer relationship practices have contributed to the growth of sustainable development in the nation. However, some major bottlenecks must be addressed to avoid corruption and licensing misuse. Hence, for better CRM implementation in Botswana SOEs, it is required to treat all suppliers relatively well in terms of the sourcing chain, supplier performance application to all suppliers, and customer satisfaction base for service delivery impact and improvement of the organisation's performance.

Arguments have noted that the public sector's actual performance can be attributed to the proper use of technology for information sharing with competence and a motivated team to fulfil their duties reliably. Nevertheless, organisations depend on SC for their necessities, such as delivering products and services. With the advent of technology and other sophistication, managing the flow of those necessities in urban and rural areas has gained paramount importance. It helps develop a coherent strategy that makes the most out of its existing workforce, technological equipment, and information-sharing expertise (Abdullah et al., 2020). It establishes

a defined hierarchy and structure to prevent loss of information, abrupt transactions and overlaps and make the decision-making process faster. Further, web technologies have reduced the prolonged information sharing process of electronic data exchange. SC partners expect a reliable flow of information to extend their capabilities to deliver the products and services on time and within cost-efficient margins.

SOEs are applying information-sharing tools and methods whenever necessary to streamline processes. This is a highly significant practice, as without remaining updated about the existing technology, there may be no innovation or improvement in the processes employed. In SOEs of Botswana, there is a need for a tactical approach towards the flow of information so that uncertainties can be reduced, and ultimately customers can benefit from the ecosystem of public sector corporations. Generating trust and transferring a piece of reliable information is of paramount importance (Iqbal, 2020) as well as taking appropriate actions from the feedback received. Since no process is perfect, considering the feedback from the external agents is important as they help rectify certain problem areas.

Due to Botswana being a developing country, the information technology advancements are not yet fully developed. So, it mostly uses manual strategies to manage and align its SCMPs with customer satisfaction and service quality. An effective ISP requires setting up a communication channel with warehouses, storage spaces, and other locations around certain optimum locations. Building a string of communication through IT or manual channelling on such locations require a huge investment outlay and only bear results after a certain amount of time, thus limiting the options (Akkermans et al., 2003). In this case, the most often used primitive communication strategies applied in various industrial businesses in Botswana result in dismal outcomes to a certain degree, and therefore the need for integrated information exchange practices is essential. Hence, for effective information sharing in Botswanan SOEs, information exchange practices among organisations and their trading partners for business planning need to be used, as it leads to the creation of trust and a sense of belongingness in the supply partners. If an organisation and its trade partners stay informed about events or variations, their performance improves.

Certain postponement strategies adopted in Botswanan SOEs are implemented to optimise partner costs. Some of the popular postponement strategies in Botswana today are logistics postponement done by various supply partners of parastatals and manufacturing; in fact, postponement is also followed by public sector firms. Across the country, certain industries and enterprises, including municipalities use other wider strategies too, but these postponement strategies could be construed as some of the popular ones with more widespread applicability. Each public sector organisation has an underlying mechanism, and when it undergoes some operational misalignment, postponement strategies are followed by supply partners and the public sector organisations (Emongor & Kirsten, 2010).

A basic form of categorising postponement in parastatals is based upon differentiating it based on the type of firm operations – such as power corporation, railways, housing corporation – a form of the product offered to the common public, time of postponement, and place of postponement – for example, suburbs, city or rural area. Postponement usually occurs at different stages between the initial production and the product's final delivery and distribution. The strategies adopted by parastatals and their SC partners are the most basic form of postponement, as it can be easier for the company to regulate the timing schedule for a product as they can then programme it accordingly (Kumar & Reinartz, 2016). Form postponement is when a product is usually stored as a generic

model, and customisations are added later. In contrast, another strategy commonly followed in organisations includes the final place of postponement essentially concerning the logistics and warehousing, and the combination of time postponement and place postponement can be construed as the bedrock of logistics postponement (Yuan, 2013). Thus, organisations in Botswana depict the role of postponement practices to minimise waste and meet customer demands. The findings reveal the practices of delays in final product assembly, goods storage at distribution points close to customers in the SC, and postponment in ending product assembly activities up to customer order and increased waste reduction impact the postponement strategies

SSRMPs in Botswana also need integration of information flow within the network and reciprocity from the government. The capacity of state actions should be improved to provide accurate and reliable information to the suppliers and channel partners within an efficient time frame (South Africa & New Partnership Strategy, 2013). When the state and businesses are closely coordinated, the exchange of activity on the part of government should be prompt and efficient to build a strong relationship. Public sector firms must make credible commitments to maintain effective relationships with supply partners. There is an intrinsic need by the government to focus on stable policies and frameworks, so that public goods and services and tax policies can support the supply partners, thereby enabling a strategic SC relationship with the parastatals. In the face of a high degree of corruption and lack of predictability, the relationship with partner firms becomes weak and unstable.

State-supplier partners relations are key determinants of economic growth and structural transformation. When the bureaucratic capacity of the state is improved, the key public sector operations undergo improvements and diversification, and the relationship with supply partners improves and increases in productivity. Further, in low-income countries, state-supplier relations are always subject to corruption and misalignments (Kim, 2020). The results suggest that to implement SSRMPs in Botswana and other developing nations, there is a need for various governing agencies that can scrutinise the functioning of laws and policies and ensure strategic relations between the state and suppliers. Semi-autonomous corporations like the parastatals need to be examined and observed in terms of their financial capabilities and resource availability so that efficient service delivery to the customers can be guaranteed. Supplier relationships and governance standards are misaligned when public sector corporations face bankruptcy and financial bailout. To prevent such incidences, governing bodies and advisory council formation can be helpful. Thus, there is a requirement of maintaining effective relationships with supply partners and have public sector firms offer credible commitments. Even for effective SSRMPs, the governments need to focus on stable policies and frameworks so that provision of public goods and services and tax policies can be supportive of the supply partners.

Information quality is directly linked with various dynamics of the supply partner relationship in Botswana SOEs. The cost of production, quality of services, flexibility in relationship with the suppliers, and problem-solving attributes result from effective information quality.

Organisations of Botswana are increasingly becoming competitive following the globalisation of the world economy. The nation is applying new approaches to SSRMPs so that the flow of information within the network can be effective and reliable. The assurance of effective inventory management and vendor relationship is highly based on the quality of information and its accuracy. There is considerable variance in the SOEs in terms of their sophistication and capabilities about information quality. However, to streamline

SC processes, such as response time of any information and the communication channel, there is a need to increase the expertise of the local supplier base.

Supply partners of various SOEs work towards improvements in physical resources like raw materials, human resources like technical staff training, and organisational processes. However, information quality and the improvement of its practices as a resource are much needed in today's world of global competitiveness. Information quality practices must be considered an inseparable resource for SOEs of Botswana, as it ensures and facilitates a collaborative chain of departments and a coordinated set of employees and partners. Further, information quality practices also account for willingness to share information as a code of conduct in businesses. SOEs of Botswana must create a value chain and trust in their supply partners, whether local or international. The partner firms of public sector corporations also have a transparent flow of information in the system, bringing SC flexibility, and trading partners can respond to such changes accordingly. Thus, for managing the quality of information sharing and improving the organisation's performance in Botswana, accurate and timely information exchange must be conducted, as they lead to building a relationship with supply partners, thereby improving trust.

The desire to attain effectiveness in public organisations in Botswana has the SOEs strivinf towards ILP, but adopting scientific methods on the ground level to bring a transition in the system throughout the nation is still a challenging task. It is an important object of administrative study to identify how government organisations can minimise energy usage and conserve the environment. The lean methodology should be adopted on a much broader and practical level. It should not be limited to merely a management philosophy or a waste management tool, but lean management should be inculcated in each sector for continuous improvement and responsible behaviour towards the community and the environment. The activities of SOEs that do not add value to the time and resources of corporations should be eliminated from the system. Internal and external human resources must be involved in the transition phase to avoid resistance. The use of lean tools predominantly seen in manufacturing firms of the private sector must be responsibly adopted on a larger scale in the public sector of Botswana to avoid wastage of resources and attain cost-efficiency. SC partners connect with the firms' vision and goals, which adopt lean tools as a strategy and enhance the operational efficiency of the public organisations. The lean strategy also accounts for effective people management in the organisation. In public organisations of Botswana, the lack of performance of employees on the job is attributable to a lack of ILP strategy. To meet customer satisfaction and quality parameters, lean practices in human resource management are also imperative in SOEs of Botswana. An inefficient and untrained workforce adds to the burden of the public sector firms, and it creates complexity in the organisation. As a lean practice in government organisations, performance management of the workforce must be ensured so that the internal competence of the organisation can be improved. Thus, organisations in Botswana have quality improvement programmes, methods to reduce time wastage in operations, and pull production systems that impact lean practices, and they should be applied at the process level to increase efficiency.

Discussion

In Botswana, the efforts of SOEs have an essential contribution to serving the nation. Public servants in Botswana contribute to delivering services to consumers and partnerships between the national affairs and public sector to enable the country to acquire a

reputation for good governance and development management. However, the rise in fierce competition has created challenges in getting services and products delivered to the right place with limited resources. With SOEs' performance issues, there is a need to have strategic efforts implemented in the SC to balance the costs, win consumer loyalty, and improve consumer service. SCMP has become an important means of achieving long-term productivity and deriving consumer satisfaction.

Botswana has benefited from SCMPs entering developing countries' industries. Nevertheless, despite knowing the role of SCMP, the extent of its implementation and contribution towards Botswana SOEs is still not well-known. Though industries are familiar with SCM, its strategic implementation has been challenging due to recent mobile technology or e-businesses. This study considers each of these aspects focussed on developing the models for examining the implementation of SCMP in public sector organisations to determine its performance (Hacklin & Wallnöfer, 2012). Additionally, the impact of SCMP or contribution to public sector organisation is assessed along with comparing SCMP within the literature and its practices implementation for SOEs. Even the framework is designed in a manner from which the effectiveness of SCMPs implementation for SOEs is derived, and the SOEs CRM on operational performance is examined. In other words, using the existing theoretical knowledge and background on SCMPs, this study explores its implementation for the Botswanan SOEs and determines its contribution and effectiveness.

The research used the mixed-methods approach for fulfilling these objectives and having such contributions (quantitative and qualitative methods). Herein, qualitative analysis helps formulate the study base by providing information on the SCMP concept, its role, and Botswanan SOEs, while the quantitative analysis examined the perception of selected 229 employees with long experience in parastatal or public agencies Botswanan SOEs. The valid outcome was derived using a collection of information from a reliable journal and in-text citation for the qualitative information. Further, the respondents' perceptions were collected using a close-ended questionnaire for the quantitative analysis. By then, the pilot testing was done to assess its validity and the Cronbach alpha test was conducted for reliability examination. Thus, this study focussed on determining the relevant information and considering efficient, reliable, valid, and ethical outcomes. Examination of the study's major contribution concerning objectives is provided in the following sub-sections.

Objective 1: Investigate the level of Implementation of SCMBPs in BSOEs

SCMPs are widely accepted as the strategic approach for improving organisational performance and deriving the competitive advantage for attracting more consumers and providing better consumer satisfaction. With their approach of deriving better economic development and improving consumer service delivery, the Botswanan government can focus on better managing SC activities. While SCMPs have been implemented for this, they need many improvements in Botswanan organisations. The lack of knowledge available about SCMPs' role in Botswana keeps the relevance and implementation efforts of government in the grey area. Thus, public sector organisations need to have active upstream and downstream integration networks for being more innovative and competitive. As consumers have grown more demanding, they need faster delivery, higher reliability, and better quality; thus, ongoing technological developments call for immediate SCMPs improvement. With the advancement of technology, the Botswana government is investing in reducing waste and improving SCMP. Due to this development, there has been a need for public sector organisations to gain competitiveness by increasing workplace productivity and fulfilling the changing needs of consumers.

Existing literature has identified the government's focus towards the implementation and even stated that the public sector organisations of Botswana lacked knowledge about SCMP and even their innovative implementation. However, not much information was available on its current implementation in the era of technology. For bridging this gap, the empirical assessment of 229 employees' perceptions was done. The study consists of majorly Southern Botswanan employees with designations like supervisors, managers, directors, officers, interns, assistants, or consultants from parastatal organisations. Including employees within the age group of 30 to 49 years with professional experience of more than five years, the respondents accepted that SCMP rating for any organisation is very important for depicting the organisational performance. The empirical analysis of the employees' perceptions depicted that most of them accept that the level of SCMPs implementation influences the organisational profits. Even in Botswana SOEs, SCM practices for public sector organisations are highly visible, and the organisations are focussed on implementing SCMBPs. Further, in terms of the extent of the SCMP implementation role, the study identifies which SCMPs are a strategic influence on public sector organisations of Botswana to help achieve objectives. However, despite this relevance, there are problems in the organisation that tend to influence implementing SCMBPs in the Botswana public sector organisations.

The study depicts that due to the changing demand of consumers and the rising technologies, there is a need to have the up-gradation of SCMPs, but over time, the working process is changing. Identifying the role of SCMP in the organisational performance and achievement of objectives has cleared the knowledge lacuna about SCMP relevance in Botswana. Hence, the public sector organisations are now working towards implementing the SCMBPs in Botswana.

Objective 2: Determines the extent of implementing CRMP in Botswanan SOEs

CRM is an important practice required by businesses to sustain themselves in the competitive world. Though the organisations always have paid attention to attracting consumers, as consumers' expectations are changing and the marketing strategies are focussed on fulfilling consumer demand, consumer satisfaction depends on building effective customer relationships. CRM practices are the comprehensive strategy for acquiring, retaining, or partnering with customers. Furthermore, CRM practices bring different values, scarcity, technology, culture, systems, or competencies and a lack of connection could deplete source knowledge availability. Therefore, it is essential to implement CRM practices.

Botswana has a vibrant economy with the largest producers and is focussed on developing the industrial sector, specifically the manufacturing or service sectors. The government of Botswana has worked towards SOEs' growth by improvising the existing policies, effective integration of CRM and information technology, and innovative management practices. To initiate effective customer relationship practices, SOEs of Botswana have adapted to advanced technologies with innovative management practices and integrated software. Moreover, efforts were directed towards enhancing service standards for consumers and achieving effective communication between the channel partners.

Though the government agencies and organisations adapt to CRM practices, the lack of training and awareness about the CRM integrated systems prevent its implementation in Botswana. As the existing studies provide information on the relevance of CRM practices and their adoption among Botswanan SOEs, a lack of clarity affects implementation and the role for specifically these organisations. Accordingly, this research examines the perception of 229 employees working in the Botswanan public sector to

determine customer satisfaction. The initial assessment of the responses for the variables showed that the relationship with customers is of great importance is not just an effective element to build in the linkage between CRM practices and customer satisfaction.

Further, the impact assessment revealed the improvement in the treatment of all suppliers in terms of sourcing and supplier performance application to all suppliers for Botswanan SOEs. Regular feedback sessions with suppliers contribute to customer satisfaction (Frey et al., 2013). Additionally, the rise in customer satisfaction base for service delivery, prior determination of customer expectations, derivation of customer ability for assessing their needs, and customer complaints assessment at all SC also leads to better consumer satisfaction.

Thus, the examination revealed that customer relationship building has always been an important aspect of influencing customer satisfaction (Frey et al., 2013). Nonetheless, as consumers' demand is changing and SOEs lack adaption to new technologies or culture, thus there is a need to integrate CRM within the techniques and improvise it. Although Botswanan SOEs have implemented CRM practices, not much information on its implementation and impact is available. The findings have stated that having a positive contribution improves CRM practices for Botswanan SOEs.

Objective 3: Establishes the extent of Implementing ISP in Botswanan SOEs

Information communication technology with its developments has been identified as the technology used for solving common issues supporting integration and coordination of information flows electronically via the SC network of customers and trading partners (Danese & Romano, 2011). These information-sharing techniques further generate efficient and valuable business transactions, better customer service, quick access to information, saving time in the workplace, increased productivity, better communication, and reduction in paper-based working. As information sharing requires cooperative behaviour maintenance and a high degree of the alliance, SC partners can willingly disseminate operating information.

In Botswana, SOEs have adapted to information sharing practices by integrating technology to build a well-coordinated system. Information sharing practices enable the organisation to win partners' confidence across the SC. With a lean SC, the information-sharing practices enable materials and information to flow in both directions and reduce variation. Though the concept defines the extent of proprietary or critical information communicated among the SC, no major information about its implementation in Botswana is available.

The review of studies identified the role of informatics in the exchange practices and the connection between performance and information exchange; there is very limited knowledge on the concept concerning Botswanan SOEs. Accordingly, this study bridges this information gap by examining the Botswana public organisation 229 employees' perception. With less skewed and symmetric data, the analysis of perception revealed that the information-sharing practices influence the organisational performance of Botswanan SOEs in updates or any change along the SC. Further, under the information-sharing practices, the organisation focussed on sharing business strategy with their partners, changing the communication needs according to the suppliers in advance. They also share supplier information within the required time with employees to support Botswanan SOEs in improving their public

sector organisations' performance. The organisational practices of keeping trading partners up to date on concerns that impact business, thus making the stream of information more secure and beneficial for the organisation.

Additionally, Botswana SOEs' information-sharing practice involves organisations' trading partners sharing corporate knowledge of key business processes. The organisation and its commercial partners exchange information to help establish corporate planning and notify each other of any incidents. Along these lines, information-sharing practices are implemented in Botswana's public sector organisations and have appeared to improve performance.

Hence, the examination of information sharing practices revealed that the adaption of technologies enabled organisations to share the relevant information among the SC members and their shareholders to improve organisation performance and build a well-coordinated system. On the contrary, the existing literature does not provide much information on its implementation extent for the public sector and its impact, despite adapting to information sharing practices. Empirical analysis performed in this contributed to enhancing the knowledge level on SCMP by determining the positive contribution of information sharing practices across the SC to make progress on organisational implementation.

Objective 4: Examine Botswanan SOEs Implementation extent of PST practices

Postponement practices deliberately delay the manufacturing, distribution, or delivery of services or product until the last moment, subject to the final customer order received (Zinn, 1990). In this way, organisations produce basic or common products to enable adjustment, upgrade or modification based on changing consumer demands. Equally, postponement practices contribute towards inventory management and cost reduction (Hong et al., 2008). Therefore, implementing these practices is an essential step for organisations.

Though logistic postponement has been widely implemented globally, Botswana is a developed country that does not initiate postponement practices to the fullest extent. In support of effective logistic postponement development, setting locations and storage spaces or warehouses around the optimum location are required. This building of locations requires huge investment outlays and can only bear benefits after a certain point of time. Thus, instead of logistic postponement, Botswana implements full postponement up to a certain level and/or majorly manufacturing or full specification postponement. In the production stage postponement practices, the organisation pushes orders and complete the process to minimise the waste, have cost reduction and meet consumer demands of special customisation of product or services.

The assessment of existing literature shows that with the requirement of a large amount to support logistic postponement, the Botswanan public sector is limited to the adaption of full specification or manufacturing postponement practices. Though the qualitative examination depicted the implementation status, no recent information on the practices and their role in public sector organisations is available. These findings contribute towards overcoming this knowledge issue by examining the perception of 229 employees working in the public sector of Botswanan SOEs. The examination of the respondents' perceptions depicts that the dataset is symmetrical or less skewed. In this fashion, the role of postponement practices in reducing waste or cost-saving for the public sector could be depicted (Hong et al., 2008).

Postponement practices in Botswanan SOEs include organisations' products designing for modular assembly and the organisational production process module re-arrangement for the customisation to be carried out later at distribution centres. These practices tend to support the functioning for having the minimisation of waste. Additionally, organisations support product customisation as per consumer demand and save costs. Lastly, the organisational goods storage helps reduce waste and cost-saving, resulting in the optimal usage of resources and improvement in performance.

Hence, Botswana, the developing country with a lack of funds availability, tends to adapt full specification or manufacturing postponement practices, but logistic postponement is not practised. Though the existing research examines postponement practices' status, not much information on their role was available. This description examined employees' perception, highlighting that by delaying the product assembly activities, modular assembly designing, or rearranging the production process for customisation, the postponement practices improve Botswanan SOEs' organisational performance.

Objective 5: Finds out how to implement SSRMP in Botswana SOEs

SRM focuses on maintaining and developing relationships with suppliers (Dubey et al., 2019). As in SCM, supplier coordination is essential for reducing resources and efforts wastage. Like so, organisations focus on implementing strategic supplier relationship practices. As a result, strategic supplier relationship practices improve organisational performance to build competitiveness and set collaborative capabilities. The supplier relationship enables organisations to develop a cooperative and close relationship among members, thus improving interactions and encouraging mutual dependency.

In Botswana, organisations work on purchasing manuals and policies, but many companies lack both. Many people in the purchasing department of organisations are unaware of these policies, and even the SCMPs in many Botswana firms are absent. They are marked by the dedicated material or lack of implementation by SCM departments. Even though the Botswanan government works on flourishing imports of products via supermarket chains, there has been a focus on developing local content requirements by promoting and enhancing the local supplier base. These efforts tend to support the local suppliers, promote organisational performance and increase income.

However, despite these efforts, opportunities to develop SSRMPs are limited in Botswana,. The existing literature has identified that the government has initiated better SCMP. Still, not much information is available on the status of implementation and SSRMPs in the organisational performance of the public sector. In overcoming these limitations, this analysis examined Botswanan SOE employees' perceptions and determined the impact. The dataset collected of 229 public sector employees was symmetric, depicting unanimous perception of employees.

The empirical assessment depicted that Botswana's SSRMPs are implemented in long-term relationships with suppliers or critical suppliers' involvement in continuous improvement programmes, contributing to improving organisational performance. Further, the establishment of the cross-function team at the product/service design stage, ISO certification criteria for supplier selection, and involvement of suppliers at all stages for problem-solving support the Botswana SOEs in keeping the suppliers more informed, hence improving the coordination and relationship building. Thus, Botswana's strategic supplier relationship management practices are implemented to better organisation performance derivation for public sector organisations.

Hence, SSRMPs are organisational efforts to improve capacity and long-term relationship building with suppliers. In Botswana, the government has initiated SRMPs to improve local suppliers' status and promote economic growth. Nevertheless, there has been limited information available on the role of these practices. In this manner, the findings explored the impact. It determined that working on long-term relationships, continuous improvement in programmes or statement of criteria for selection of supplier and the public sector organisations of Botswana contribute positively towards organisational performance and supplier relationship maintenance.

Objective 6: Investigates the Botswanan SOEs extent of Implementation for IQP

There has been enhanced information sharing in various business spheres with user-friendly and efficient technologies. This sharing of information could improve supplier-customer interactions, derive better coordination in business processes between suppliers and firms, and reduce transaction costs through the availability of modern IT techniques (Abidin, 2021). As information sharing is an important process of business, thus to derive better business performance, firms are required to implement good quality information sharing practices. It is essential to share crucial information, and confidential information is also communicated with business partners. Along these lines, reliability and its quality preservation is a must.

In Botswana, the efficient delivery process of public services depends on enhancing the national information system. Along with developing training programmes or updating information record systems, investments must also have resource initiatives towards data sharing, quality, and management to strengthen the SC. For improving data quality, the Botswana public sector allocates duty for data quality management by adapting to global data maintenance tools and providing training to professionals for data quality assessment and disseminating SOPs.

The existing qualitative information depicted that the Botswanan government understands the relevance of data quality maintenance for having effective information sharing, and they are focussed on adapting to efficient data quality management tools. Despite this, not much information about the implementation status of the information quality management practices and their role or impact on Botswana SOEs has been determined. This thesis focusses on working on this aspect and having more information on the practices usually adapted in public sector organisations for quality management. As a result, the empirical analysis of 229 employees of the Botswanan public sector has been done with non-skewed data. The analysis depicted that information quality practice does have a relevant contribution in organisations. Botswanan SOEs have implemented the proper practices for efficient information exchange and building trust among the SC members.

Hence, Botswanan public sector organisations are focussed on implementing information quality management tools by initiating resources towards data quality or data management. Even the usage of global data quality tools and training of professionals is also adopted, but still, the status of information quality practices and their role for public sector organisations is unknown. This study provided information on the aspect by stating that timely, accurate, or complete information exchange tend to positively contribute towards relationship building with suppliers and earning the trust of SC members.

Objective 7: Determines the extent of Implementation of ILP in Botswana SOEs

Lean practices in the SC support the coordination between and within firms to increase efficiency, eliminate waste, improve firms' profitability, or increase overall productivity. The internal lean practices of the organisation emphasise having the firms' efforts supplement for ensuring information quality and its sharing. Within SCM, internal lean practices optimise the products and services' uninterrupted flow and minimise resource wastage to enhance the customer experience. Some of these activities include the procurement process's continuous improvement by identifying suppliers and reducing total costs. Business operations' main internal lean practices are quick response mechanism development, inventory management for uninterrupted services, risk maintenance for smooth functioning, and uncertainty handling preparedness.

In Botswana, the implementation of internal lean practices is based on SC maintenance using the **6S** mechanism, wherein the focus is on quick access setting, sorting or elimination of waste, production standardisation, workplace safety, and shine or cleanliness of the workplace. In the last decade, the Botswanan manufacturing sector had declined in productivity due to failure to implement productivity improvement tools due to a lack of knowledge on lean practices. Even companies with knowledge due to lack of professional experts' availability lack lean practices. Thus, organisations in Botswana have low productivity, low efficiency and a lack of resources availability.

The qualitative information on the Botswanan government internal lean practices implementation showed the lack of knowledge on the process and even the non-availability of professional experts to support SCM with lean practices. However, not much information was available on lean practices implementation for SOEs and even their role for organisations. The empirical analysis in this study examining public sector employees adds knowledge on lean practices' role in Botswana. The assessment of 229 employees depicts that those internal lean practices have an essential contribution to the public sector objective attainment and performance enhancement.

The internal lean practices implemented in Botswanan SOEs focus on organisations' continuous quality improvement programmes, and organisations strive to reduce time wastage in operations to support performance improvement. Further, organisation production of only products ordered by customers, namely pull production system, organisation push to suppliers, and organisation streamlining ordering, receiving, and other paperwork from its suppliers helps attain organisational objectives, thus supporting its growth.

Thus, Botswana public sector organisations use internal lean practices in some organisations by adapting to product standardisation or better access to services. However, due to limited knowledge and having lack of professional expertise, there is not much implementation of such practices. However, the study identified the existing role of internal lean practice for Botswanan SOEs. It determined that through continuous quality improvement programmes or organisational push to suppliers, the lean practices contribute positively towards organisation performance improvement and objectives attainment.

CHAPTER SUMMARY 5

SCM is the business process for providing effective service delivery to consumers and improving relationships with consumers and suppliers to derive competitive advantage and optimise business processes. With the rise in awareness, the concept of SCM is being widely explored; however, the researcher still has limited information on its implementation in public sector organisations. This study sought to fill this gap by exploring SCMBP implementation and roles in Botswanan SOEs. With the empirical assessment of the sample employees' perception in the previous chapter, the relevant information was derived. Then again, the originality of this learning has not yet been established. This chapter examined the qualitative and quantitative information concerning each evaluation objective to enhance knowledge.

The qualitative assessment stated that with changing consumer demand and modern technologies adaptation, the existing practices of SCMP in Botswana are lagging due to a lack of knowledge on the process of integration techniques and improving CRM, information-sharing practices, postponement practices, SSRMP, information quality practice, and internal lean practice. These findings, however, derived that over time, the implementation extent is changing, and Botswanan SOEs understand the positive role of each practice. Thus, public sector organisations are focussed on upgrading their techniques using global tools, or customising processes to meet consumer demands, achieving organisational objectives, reducing wastage of resources, building relationships with suppliers, and improving organisational performance.

CHAPTER SIX

6.0. DISCUSSION AND CONCLUSION

Introduction

In terms of SCMBPs in Botswanan SOEs, this conclusion focusses on assessing existing research on SCBPs and even empirical analysis to bridge the information gap. The previous chapter stated the study's originality and determined the contribution of different SCPs in improving the organisational performance of public sector organisations of Botswana. This chapter summarises the study's major findings by initially discussing the existing research results. Following this is the statement of outcomes from the empirical assessment to highlight the existing implementation extent of SCMBPs and their role towards organisational goal achievement. With the summarisation of findings based on the literature review and quantitative analysis, some strategies have been recommended to improve the implementation extent in Botswanan SOEs for SCMBPs. Additionally, though the analysis was aimed at fulfilling the research's objectives, there are still some shortcomings that are discussed in the form of limitations and as well as scope for furture research. Consequently, this chapter presents the study's conclusion by stating the findings, recommendations, and future scope.

Key Research Findings

Botswana has attained growth in education, socio-political stability, and economy with its policies and regulations. However, as the economy is moving towards becoming a less dependent economy, it is necessary to improvise in its SCM policies to support the functioning of organisations and meet the day-to-day changing needs of consumers. Though researchers have examined the role and implementation of various best practices under SCM, Botswanan public sector organisations are still lacking due to limited knowledge. This analysis explores 229 respondents' perceptions derived the information from different SCMPs, and thus the sub-sections below discusses this research's major findings.

Qualitative findings

SCMP is a strategic approach businesses adopt to derive competitive advantage and improve performance. The Botswanan government has adopted SCM policies to improve consumer service delivery and economic development. Though different organisations have implemented SCMP, a lack of knowledge regarding their role in Botswana prevents implementing these practices to the best of their abilities. Botswana has focussed on integrating information technology with CRM practices and even adapted to advanced technology for improving SOEs by using integrated software and innovative management practices. The lack of awareness and training of professional experts has prevented successful CRM practices. Even as information sharing practice builds partners' confidence, and the Botswanan government has integrated technology for having a well-coordinated system, its implementation is still unclear.

Botswana is a developing country, and usage of logistic procurement practices require large funding for supporting the warehouse, location setting or storage building; thus, the practices are limited to full specification or manufacturing postponement practices (Hong et al., 2008). Further, Botswanan organisations are focussed on purchasing materials and their usage for having better SSRM, but as purchasing departments are not aware of policies and due to the absence of a SCM department, the Botswana public sectors fail to benefit local suppliers and build a better relationship with them. Apart from this, Botswana's relevance of information quality practices was accepted. An efficient information system has been built, and even organisations are focussed on initiating investment to avail resources for data management, data sharing, and data quality. Even the adaption to global data quality tools has taken place, but the absence of technology integration in Botswana government practices has prevented the effective implementation of information quality practices. Lastly, Botswana's internal lean practices are based on the **6S** mechanism, wherein efforts to eliminate waste or standardisation improve SCMBPs. However, lack of knowledge or professional SC expertise leads to failure to improve productivity.

Thus, with the growth in implementing SCMBPs worldwide, the Botswanan government is also adapting to different SCPs. In contrast, the limited funding, lack of awareness, or non-availability of professional expertise prevent the successful implementation of SC and derivation of better economic performance.

Quantitative findings

The existing research identified the practices implementation and the issues borne by Botswanan SOEs, but there is limited information on its implementation extent and role for the public sector. Thus, 229 employees' perceptions were examined to understand different SCM systems. Appraisal of its reliability and validity was initially done using pilot testing with 23 employees. As the Cronbach's alpha value for each construct was more than 0.7, thus, the final examination of 229 employees' perceptions was conducted. The study consists of majorly Southern Bostwanan educated employees with supervisors, assistant directors, or engineers, between the ages 30-49 years and with professional experience of at least five years. These respondents accepted the role of SCMPs' rating in an organisation and consider that SCMPs contribute towards organisational profits, have a strategic effect in objectives attainment, and that there is even a high visibility of such practices in their organisation. Nonetheless, despite this, the organisational problems tend to influence the implementation status of SCMPs.

The impact assessment determined that CRM practices, such as the improvement in the treatment of all suppliers, regular feedback sessions, supplier performance application, rise in customer satisfaction, customer expectations determination, derivation of customer ability, and customer complaints assessment lead to better consumer satisfaction for Botswanan SOEs. For information-sharing practices, efforts like sharing business strategy with partners, changing the communication needs, sharing information within the required time, keeping trading partners informed, or exchanging information about different business plans improve organisational performance. In case of postponement practices, Botswanan organisations' efforts include products designing for modular assembly, production process module re-arrangement, delay in or until the last possible position and goods storage at last-mile points close to customers, thereby helping in cost-saving and waste reduction for organisations.

The SSRMPs of long-term relationships with suppliers, continuous improvement programmes, cross-function team establishment, supplier involvement at all stages, and ISO certification criteria for supplier selection contributes towards building trust with suppliers and enhancing performance in Botswanan SOEs. Further, for information quality practices, the organisational efforts to form timely, accurate, complete, adequate, and reliable information exchange between partners and organisations result from inefficient information exchange and trust-building across SC members. Lastly, concerning internal lean practices, Botswanan organisations focus on continuous quality improvement programmes, time wastage in operations, production of the only customer ordered products, organisation streamlining, and push to suppliers help achieve organisational objectives. Botswana has adapted to the SCMBPS and successfully contributes to improving public sector organisation performance, effective service delivery, and attaining objectives.

Recommendations

With the existing shortcomings of public sector organisations in terms of a scarcity of funds, limited integration to technology, less effective service delivery, and limited SCMBPs, this study suggests strategies to improve the implementation status and contribution SCMPs. Thus, some of the recommendations for the Botswanan SOEs are listed as follows:

- Public sector organisations have greatly benefitted with digital tools, and Botswana has limited technology integration in their business planning and activities. Thus, for effective SCMP implementation, there is a requirement to adopt the demand-driven business planning and planning models based on demand shaping and real-time demand insights. Usage of the internet of things (IoT) and artificial intelligence (AI) will provide a cloud environment for operations, customise consumer needs, and slash down inventories and working capital costs.

- Botswanan government corporations have undergone several transformations to integrate the operational processes with effective SCMPs. There is a requirement to work on the scantiness of resources in public corporations, as knowledge management and knowledge transfer work when resources are available in organisations. There is an explicit requirement in the organisations to look after the scarcity of resource issues such as financial planning, resource establishment, and procurement policies. The supporting organisational technologies, infrastructure, and transformational policies can bring changes only when public sector corporations' lack of resources is addressed efficiently.

- The growing competitive business market and the need of becoming independent requires the optimisation of business processes. Thus, product designing and management for manufacturing, sustainability, and supply should be optimised for profitable innovation acceleration. Integrating the SC planning process and design needs to be done with a cloud-based platform to have smarter SCMPs. Linking web technology with organisational processes will create a chain of the network that is more reliable and time-efficient. It can also make the third-party partners aware of the organisational enhancements and upgrades to be synchronised and coordinated. Optimising the process with the help of innovative solutions also delivers customer satisfaction. With technological advancement and cloud-based platforms available, customers can get updates and information regarding their services in public corporations, such as railways and postal services, which enable high trust-building and satisfaction of the end customers – in the case of public corporations, it is the common public.

- Changing business environments and growing market uncertainties are increasing business risks. Thus, it is necessary to harmonise business goals with SC activities to integrate operations planning and sales with business planning. It can enable the transmission of macro business risks and priorities into the execution tasks, helping keep a continuous record of changing business conditions.

- Botswanan public sector organisations have a major limitation, which is a lack of emerging technologies' integration and the non-availability of professional training or experts. Thus, the focus should be on adopting emerging technologies in SCMPs for ensuring a more predictable and reliable supply. Regular training sessions should be organised to train employees with emerging technologies and even skill enhancement programmes to support this trend.

- The rising awareness across the globe on environment conservation and sustainability maintenance also imposes a threat to the successful implementation of SCMPs. Correspondingly, the Botswanan public sector organisations should embed the sustainability practices in their SC operations to improve sustainability and optimise the functioning by reducing waste, fuel consumption, and carbon emissions. For this, environmental conserving technologies should be implemented, and SC activities should be designed to meet long-term targets.

- Government interventions and initiatives have a significant impact on Botswanan SOEs. The corporations are transforming towards effective SCPs to ensure the development of government corporations. For attaining such goals and vision, lean improvement tools acquired by the public corporations need to be executed in an integrated manner through the training of staff to access and execute the lean practices, so that supply partners also emphasise lean management goals and policies adopted by the public corporations. The workforce must be made aware and engaged with the shared goals of lean practices, and effective learning on lean practices and on-the-job training sessions must be provided to the workforce and the supply partners to fetch desired results.

- An important inventiveness towards improving long-term relations between supply partners and the SOEs is to increase the frequency of cross-functional team meetings and involve the supply partners in regular product planning. To imbibe a sense of engagement in the suppliers, firms must create and process a congenial business model which prioritises relationship-building and integrates the flow of information within the system to fulfil customer satisfaction goals. This way, relationships with public organisations' suppliers can be reconciled and kindred.

- Quality assessment and quality improvement are ways to enhance the SCMBPs further in the SOEs of Botswana. Public corporations must standardise and administer their supply partnership with the only ISO-certified supplier firms to ensure strategic relationship and performance management.

Limitations of the Study

The research has explored the implementation status of SCMPs for Botswanan SOEs and even determined the impact of all practices in fulfilling objectives. Nevertheless, due to limited resources, the study has some shortcomings. Herein, despite focussing on Botswana’s public sector organisations for the SCMPs, the empirical analysis includes the 229 employee’s perceptions and considers six practices of SCMP. This reduces the generalisation of results and even limits the scope of the study. Like this, the restricted scope is the major limitation of this research.

Proposed Future Research

With limited availability of resources, the research focussed on exploring the implementation status of SCMPs in Botswanan SOEs. As a result, the following findings highlight the scope of future research in this field:

- Limitations of the research need to be addressed for this research just focused on exploring six SCMPs and considered a small sample size; thus, future studies could examine the other existing SCMPs and even could explore the perception of a larger group of employees for broadening the scope of the investigation.

- The research focused on examining the perception of employees in public sector organisations of Botswana, but major information on the policies' implementation could be derived by examining the top-level executives. Future studies could explore the SCMPs considering top executives' perceptions as this study does not include top management employees.

- This study has not considered the recent economic and business environment, like the changing working structure with COVID-19. Consequently, future studies could explore the perception and SCMPs in crisis or pandemic-based working environments.

- The research explored the organisational working structure and practices by examining the employees' perceptions. However, the service receiver perception, specifically consumers' opinion on Botswanan SC practices have not been explored. This way, future studies could be directed towards the consumer perspective.

- The investigation considers the survey-based quantitative analysis for depicting information to the extent of SCMP implementation in Botswana. However, the face-to-face interview method could help assure respondents and even derive more detailed information. Future studies could consider qualitative analysis, including thematic or focus group discussion methods.

Summary of Findings

The SOEs of Botswana have identified the key issues that need to be addressed, and with an increase in the government's initiatives towards modernisation of the public sector corporations, there have been visible improvements and transformations. Identifying CRM requirements in government organisations has brought necessary collaborations with supply partners to acquire, nurture and retain clients. Overall, there is a paradigm shift from conservative and restricted marketing to customised marketing. In order to meet critical success factors of production and efficiency, the government corporations of Botswana have worked on attracting businesses and enhancing financial establishments. Organisations have addressed poor infrastructure, inequality, corruption, and lack of motivation to get better training and development. Further, parastatals have intensified their long-term strategies to promote local production and consumption. Government interventions on procurement and preference margin use have helped Botswana's public sector enterprises be competitive and efficient.

Despite all the initiatives mentioned above by public sector corporations and the government, many discrepancies need to be rectified so that effective outcomes can be expected in the long run. A vital key finding is adopting technological advancement

methodologies and synchronising them with the process so that the delivery of goods and services of public sector corporations can meet the community's requirements. The supply partners' relationship must also be strategically aligned within the system for such an integrated framework. The use of technology in knitting the internal as well as external frameworks of the firm should be done with utmost care. Suppliers, vendors, the inventory management team of personnel and government employees of SOEs must be integrated with advanced software and processes to ensure information quality and reliability. Another finding revolves around strict scrutiny and compliance in supply partner relations of public sector firms. It is evident that government corporations lack a comprehensive approach towards information sharing with the partners, leading to misalignment between partners and the firm. There is a need for a separate governing body empowered to conduct compliance and audits of corporations to maintain a chain of information flow and relationship building with supply partners and the customers. Quality improvement and development of an open, modern ecosystem in Botswanan SOEs can be possible with regulatory bodies embodied to control, audit and rectify the erroneous processes and develop a highly responsive public sector ecosystem. Apart from these customisation needs, there is also the inadequacy of economies of scale in the procurement and accountability of public assets. SOEs need to promote effective procurement practices to reap benefits from economies of scale. There is a requirement of equitable treatment of contractors and suppliers dealing with public corporations and effective management to ensure integrity, fairness, and public convenience.

Furthermore, environmental concerns and green practices must also be considered in public corporations on a larger scale. The SOEs of Botswana have initiated various programmes based on value delivery and environmental concerns, but there is scope for a broader view and integration of operational functions of SOEs with sustainability. To implement green purchase into the system of public corporations, organisations must have shared goals with the supply partners so that the conservation and sustainability ideas can flow in a well-coordinated manner.

In addition to the above core findings, diversification of the corporations is also an important finding which can lead to cost efficiency. Parastatals must diversify their operations, enter other lucrative businesses, and do restructuring as per global parameters to suit the demand of modern-day customers. This will lead to cost-efficiency and reduction of financial burdens on the parastatals of Botswana. When corporations are overburdened with high costs and lack of resources, postponement and other errors occur. To avoid such delays and lack of coordination, the financial establishment of the firms is equally important. Diversification will lead to a broader channel of products and services and a better flow of money in the system. Thus, restructuring or diversifying the public sector corporations is a must in the SOEs of Botswana to bring financial stability and economic development.

Long-term relationships with the suppliers tend to deliver effective outcomes as the organisation has a well-coordinated set of operational frameworks with the supply partners. Continuous improvement programmes must be held in the SOEs, and critical supplier involvement in those programmes has been found to impact organisations' efficiency and SCMPs. Further, functional group meetings in the design phase of products and works positively impact the relationship between SOEs and their supply partners. Another important observation was the selection of supply partners. Organisations must select ISO certified supply partners to avoid quality issues. Performance parameters must be applied in SOEs' internal workforce assessment and the supply partners to conduct quality assessments: Quality assessments and customer feedback ensure effective control over the workforce and the supply partners. Organisations can plan and bring about transformational policies and practices as per the feedback received from the

clients. There is a need for reliable and time-bound information sharing to build trust between the supply partners and public corporations. There is also a need for government organisations to work on their reliability and efforts towards relationship building so that supply partners' resources and time wastage can be reduced to a minimum. An integrated network on information sharing plays a central role in fulfilling the group purchases conditions. The findings also observed that any changes in the delivery or operational phase could be well-informed with the help of effective information sharing. Such a coordinated network of information sharing practices can prevents customer complaints and misalignment of delivery of goods and services. Effective information sharing practices also prevent wastage and warehouse stocking costs. These practices were observed to be an effective source of efficiency in the organisations.

Postponement reduces wastage of resources and also contributes to less stocking in warehouses and inventories. It is a cost-effective method of manufacturing and servicing in SOEs. Postponement practices are commonly practised in Botswana, but there is a need to modernise the practices as per customer orders, goods and services, all of which must be manufactured and distributed to avoid various resources' wastage. Effective resource allocation and management leads to performance improvement and organisational development. SSRs can be ensured when public sector firms make credible commitments with their supply partners that promise integrity and engagement. With false commitments, undue delays, and cost inefficiency, partner relations with the SOEs become weak and uncertain. Parastatals must have a stable policy framework with partners' engagement as its core value for long-term channel partners. Another imperative factor that is significantly related to SSRs is taxation policies of the government and licensing policies of public sector corporations. Government interventions on taxation and licensing are unregulated, and for a strategic and effective relationship with supply partners, policies must be cordial and amiable. With these necessary transformations, relationships with the suppliers can be sustained and warm. Lean practices bring competitive advantage to Botswanan SOEs, but some strategic initiatives towards lean practices in supplier relationships must be introduced to achieve its full potential. To curb the implementation barriers of lean practices, SOEs of Botswana have taken initiatives at various levels like productivity awareness promotion, improvement tools, reduction of non-value-added activities to curb the misapplications in the manufacturing and service sectors. It was observed that SOEs of Botswana have adopted lean practices in a piecemeal pattern rather than having a holistic approach, which do not deliver the desired outcomes for the organisations. Lack of cooperation with supply partners is the primary reason for retaining inefficient lean practices and poor strategic models. However, the steps taken towards transformation have helped the public sector corporations to deal with their misalignments, and firms have prepared themselves adequately to meet the requirements of a supremely demanding customer base in the modern-day world. SOEs have experienced a steep rise in operational efficiency by adopting the best practices for their SC. Thus, it can be said that with an in-depth understanding of the several variables that impact the SCMPs in the SOEs of Botswana, it was found that complexities of operational systems, data transmission, shared practices, and stakeholders' diversity have an impact on SCMPs. Government interventions and the nation's regulatory environment also play vital roles in SCMBPs. Furthermore, a corporate environment and innovative thinking can contribute to the growth and efficiency of various new SCM practices. Botswana's public corporations have started initiating and implementing such innovative new practices to bring competitive advantage to their organisations and uplift their nation's economy.

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APPENDIX A: RESEARCH MATERIAL REVIEW

Table A1: Research Books and Journals

Journals frequency in research	Frequency of used journal
Academy of Marketing Conference: Marketing Theory into Practice	1
Accounting	1
Advanced Series in Management	1
Agricultural Economics Research	1
American Journal of Industrial and Business Management	1
Analytical CRM	1
Applied Mechanics and Materials	1
Benchmarking	1
BMC Health Services Research	1
British Journal of Applied Science & Technology	1
BSAVA Companion	1
Business Horizons	1
Business Information Review	1
Business Management and Strategy	1
California Management Review	1
Canadian Journal of African Studies / Revue Canadienne Des Tudes Africaines	1
Canadian Journal of Education / Revue Canadienne de l'éducation	1
Cochran 5	1
Computers and Industrial Engineering	1
Cross-Cultural & Strategic Management	1
Customer Relationship Management	1
Decision Sciences	1
Decision Sciences Journal of Innovative Education	1
Decision Support Systems	1
Discrete Dynamics in Nature and Society	1
Diversity and Inclusion	1
Dutch Journal of Finance and Management	1
Ecological Indicators	1

Table A1: Research Books and Journals	
Economic Modelling	1
Economic Series	1
Ekonomika	1
Encyclopedia of Aerospace Engineering	1
Equality	1
European Journal of Operational Research	1
European Management Journal	1
European Procurement & Public Private Partnership Law Review	1
Foreign Affairs	1
Foresight-Russia	1
Global Business Review	1
Global Journal of Enterprise Information System	1
Harvard Business Review	1
Health Services Research	1
IIMB Management Review	1
IISE Transactions	1
Industrial Engineering & Management	1
Industrial Marketing Management	1
Information & Management	1
Information Systems Journal	1
Integrated Manufacturing Systems	1
International conference on advances in marine, industrial and mechanical engineering	1
International Journal of Advanced Manufacturing Technology	1
International Journal of Business Performance and Supply Chain Modelling	1
International Journal of EBusiness and eGovernment Studies	1
International Journal of Emerging Research in Management and Technology	1
International Journal of Information Management	1
International Journal of Lean Six Sigma	1
International Journal of Logistics Research and Applications	1
International Journal of Machine Learning and Cybernetics	1
International Journal of Management Reviews	1
International Journal of Production Economics	1
International Journal of Psychosocial Rehabilitation	1
International Journal of Scientific Research and Management	1
International Journal of Social Economics	1
International Journal of Supply Chain Management	1
International Journal of Supply Chain Management	1
International Journal of Technology Management	1
International Mathematical Forum	1
IOSR Journal of Business and Management	1
Issues in Informing Science and Information Technology	1
Journal of Bioanalysis & Biomedicine	1
Journal of Business Ethics	1
Journal of Commerce and Management Thought	1
Journal of Construction Engineering and Management	1
Journal of Creativity and Business Innovation	1
Journal of Critical Reviews	1

Table A1: Research Books and Journals	
Journal of Economics and International Finance	1
Journal of Global Operations and Strategic Sourcing	1
Journal of Graphic Novels & Comics	1
Journal of Industrial Engineering and Management	1
Journal of Information Technology	1
Journal of Investment Compliance	1
Journal of Management	1
Journal of Management Analytics	1
Journal of Management and Strategy	1
Journal of Marketing	1
Journal of Modern Accounting and Auditing	1
Journal of Product Research	1
Journal of Relationship Marketing	1
Journal of Social Development in Africa	1
Journal of Software Engineering and Applications	1
Journal of Supply Chain Management	1
Journal of the Korea Society for Supply Chain Management	1
Journal of the Operational Research Society	1
Knowledge Solutions	1
Leadership	1
Library Hi-Tech	1
Library Review	1
Logistics	1
Management Research Review	1
Management Science Letters	1
Mathematics	1
MIS Quarterly	1
National Treasury	1
Online Readings in Psychology and Culture	1
Open Journal of Statistics	1
OPSEARCH	1
Organisations and Society	1
Policy and Practice in Southern Africa	1
Poverty & Public Policy	1
Problems and Perspectives in Management	1
Procedia Manufacturing	1
Production Planning & Control	1
Production Planning and Control	1
Psychology Curricular Materials 2014	1
Public Sector Economics	1
Research Journal	1
Research Methods	1
Review of Educational Research	1
Risk Governance and Control: Financial Markets and Institutions	1
Scientific Journal of Logistics	1
SHS Web of Conferences	1
Social Responsibility Journal	1

Table A1: Research Books and Journals	
Supply Chain Management - Pathways for Research and Practice	1
Supply Chain Management Review	1
Sustainability (Switzerland)	1
Symmetry	1
Technology Analysis & Strategic Management	1
The Journal of Strategic Information Systems	1
The Journal of Supply Chain Management	1
Transport Research Part E: Logistics and Transport Review	1
Uncertain Supply Chain Management	1
Vision: The Journal of Business Perspective	1
Water Supply	1
American Journal of Community Psychology	2
Decision Sciences	2
International Journal of Operations & Production Management	2
International Journal of Productivity and Performance Management	2
International Journal of Public Sector Management	2
International Journal of Retail & Distribution Management	2
International Journal of Services and Operations Management	2
Journal of Cleaner Production	2
Journal of Management Development	2
Measuring Business Excellence	2
Procedia - Social and Behavioral Sciences	2
Procedia Economics and Finance	2
Uncertain Supply Chain Management	2
Industrial Management & Data Systems	3
International Journal of Production Research	3
International Journal of Productivity and Quality Management	3
Journal of Business Logistics	3
Journal of Management Studies	3
Omega	3
International Journal of Logistics Systems and Management	4
International Journal of Physical Distribution & Logistics Management	4
International Journal of Quality & Reliability Management	4
Journal of Transport and Supply Chain Management	4
Management Decision	4
Journal of Manufacturing Technology Management	5
The International Journal of Logistics Management	5
International Journal of Production Economics	6
Journal of Operations Management	6
SSRN Electronic Journal	7
Benchmarking: An International Journal	9
Supply Chain Management: An International Journal	15

Table A2: Botswana Local Government		
City/Town/District	Subdistrict/Authorities	Population
Gaborone City Council	NOT APPLICABLE	231 592
Francistown City Council	NOT APPLICABLE	98 961
Lobatse Town Council	NOT APPLICABLE	29 007
SelibiPhikwe Town Council	NOT APPLICABLE	49 400
Jwaneng Town Council	NOT APPLICABLE	18 008
Sowa Township Authority	NOT APPLICABLE	3 598
Southern District Council	Kanye, Moshupa. Good Hope, Mabutsane	197 767
Southeast District Council	Tlokweng, Ramotswa	85 014
Kweneng District Council	Letlhakeng, Molepolole, Mogoditshane	305 509
Kgatleng District Council	Mochudi	91 660
Kgalagadi District Council	Hukuntsi, Tsabong	50 496
Central District Council	Serowe/Palaye, Tutume, Tonota, Boteti, Mahaplye, Bobonong	576 014
Northeast District Council	Nil	60 264
Northwest District Council	Maun, Okavango	175 631
Gantsi District Council	Gantsi, Charleshill	43355
Chobe District Council	Nil	23347
	COUNTRY TOTAL	2 039 985

APPENDIX B: DATA COLLECTION INSTRUMENT

Supply Chain Management Best Practice: An Empirical Research on Botswana State Owned Enterprises (SOEs)

* Required

Introductory Letter

Dear Sir/Madam,

This research examines the implementation of supply chain management practices in the Botswana State Owned Enterprises (SOEs). In taking part in this research, an informed result is essential to its success. Confidentiality of the response forms the ethical conduct of the research and is of a paramount element that it will not be devolved to any third party, whatsoever. Answers in this instrument will not be judged right or wrong; the research is only interested in the responses.

The questions asked in this research are associated with the organisation's supply chain management practices, the completion of the questionnaire is a request for those who are knowledgeable about supply chain management practices, supply chain collaborations and performance. The questionnaire should take about 25 minutes to complete. Kindly reserve a few minutes of your schedule and complete the questionnaire for the value creation for this research.

Should you require any guidance in completing the questionnaire, please do not hesitate to contact the undersigned for further clarification.

Senior Consultant (Supply Chain Management)
PhD Candidate
Business, Training and Research
Institute of Development Management
Gaborone, Botswana
Tel: +26771565871
Email:densebj@gmail.com
dennis.sebata@umonarch-email.ch

UGSM-MONARCH BUSINESS SCHOOL SWITZERLAND
Flurstrasse 1 - PO Box 30 CH-6332,
Hagendorn-Zug Switzerland
Tel: 0041 41 780 08 82
Fax: 0041 41 780 01 82

August 14, 2020

REF: Doctoral Dissertation Field Work – Dennis Sebata

Candidate Number: 2012-600-462

To Whom It May Concern,

This letter is to serve as an introduction for the fieldwork that Mr. Dennis Sebata is carrying out as partial fulfillment of the requirements of obtaining a Doctor of Philosophy in Business Research at Monarch Business School Switzerland. The outline and methodology of research has been approved. Mr. Sebata is working under my supervision for the dissertation. The rights of the participants for data presentation will be respected.

The purpose of Dennis Sebata's research is to investigate "Supply Chain Management Practice: An Empirical Research on the Botswana Public Sectors as National Service Provider". As per the protocols of the University all information collected will remain anonymous and confidential at all times and remain solely the property of the University.

If there should be any further questions please do not hesitate to contact me at the coordinates provided below.

Yours truly,

Professor Dr. Donald Oxford York, Ph.D., Cert.H.E

Dean of Student Development
Member of the Research Ethics Committee
dr.york@ugsm-monarch.ch

International Tel: 1-579-791-6160. Switzerland Tel: 0041 41 780 08 82
International Fax: 1-866-940-4376

SWISS FEDERATION OF PRIVATE BUSINESS SCHOOLS

EFMD

Human Subjects Approval Form

HUMAN SUBJECTS APPROVAL FORM

INVESTIGATOR: Mr. Dennis Sebata. MSc, Monarch Business School Switzerland, D.Phil Candidate.

TITLE OF RESEARCH: Supply Chain Management Practice: An Empirical Research on the Botswana Public Sectors as National Service Provider

1. **SPONSOR NAME AND ADDRESS:**
2. **DURATION OF STUDY:** July 2020 till January 2021
3. **LOCATION:** Botswana
4. **SUBJECTS:** Supply chain management & Logistics
5. **CONTACT METHOD:** email; telephone
6. **PROCEDURES:** Request from the office of the President (Botswana) to register and undertake the research.
7. **PURPOSE OF STUDY:** Improvement of delivery services of the Government services to the public through, the public sector and government organs in the public institutions
8. **RISKS AND BENEFITS:**

   Risks: Exposure on non-adherence on SCMPs in the government-sponsored institutions and their affiliates. Senior management may feel threatened by the research results if these are not in their favour.

   Benefits: Government and its associates fully implement the SCMPs in their organisations. Reduction in costs and improvement in customer satisfaction. Development in corporate governance in all organs of the public services. Increase in turnaround time for government and its affiliated projects
9. **COSTS TO SUBJECTS:** None
10. **PERSONAL OR FINANCIAL INTEREST IN THE RESEARCH:** None
11. **INFORMED CONSENT:** This will be obtained by the investigator before starting the experiment. See attached form.

2

Consent Form

CONSENT TO PARTICIPATE IN RESEARCH STUDY

TITLE OF RESEARCH: Supply Chain Management Practice: An Empirical Research on the Botswana Public Sectors as National Service Provider

INVESTIGATOR: Mr. Dennis Sebata. MSc, Monarch Business School Switzerland, D.Phil Candidate.

PURPOSE OF RESEARCH: Assess the level of SCMPs implementation in the Public sector providers for the Botswana government. Improvement of delivery services of the Government services to the public through, the public sector and government organs in the public institutions.

PROCEDURES: Get permission from the office of President Botswana. Through the use of the Questionnaire electronically. The use of the Internet of Things (IoT)

RISKS AND BENEFITS:

The questions pose no potential risk to the subjects. After the session is finished, participants will receive a description of the objectives and procedures, and can request a copy of the data analysis. This experience will be of great educational value to all organisations and participants. It will help managers with identifying their professional goals and discuss the different ways of achieving these goals. Furthermore, it will encourage others to amass knowledge on this currently underdeveloped research sphere.

CONFIDENTIALITY:

All test data will be computer coded and used for analysis only. Original information will be destroyed. All information collected will remain anonymous and confidential at all times and remain solely the property of the University.

COSTS/COMPENSATION:

There will be no cost to you beyond the time and effort required to complete the procedures described above.

RIGHT TO REFUSE OR WITHDRAW:

At any point in the study participants may refuse to continue. Participants may

3

Consent Form Cont..

quit or change their mind about being in the study even after it has commenced

QUESTIONS:

At any point in time should you have questions please do not hesitate to ask. If at a later time any questions should arise. The principal investigator can be reached [+2677565871] also, by email. [illegible]; [illegible]. You will be given a copy of this form.

CONSENT: Your signature below or written consent via email or hand-written letter will indicate that you have agreed to volunteer as a research subject and that you have read and understood the information provided above.

_____

_____ _____

Date Signature of Participant

_____ _____

Date Signature of Researcher

4

quit or change their mind about being in the study even after it has commenced

QUESTIONS:

At any point in time should you have questions please do not hesitate to ask. If at a later time any questions should arise. The principal investigator can be reached [+2677565871] also, by email. densebj@gmail.com; dennis.sebata@umonarch-email.ch. You will be given a copy of this form.

CONSENT: Your signature below or written consent via email or hand-written letter will indicate that you have agreed to volunteer as a research subject and that you have read and understood the information provided above.

_____

_____ _____

Date Signature of Participant

_____ _____

Date Signature of Researcher

4

Res

Research Permit

TELEGRAMS: PULA
TELEPHONE: 3960800
TELEX: 2665 BD

MINISTRY OF PRESIDENTIAL AFFAIRS, GOVERNANCE AND PUBLIC ADMINISTRATION
PRIVATE BAG 001
GABORONE

REF: OP 5/59/8 XVII (29)

17th August 2020

Mr. Dennis Sebata
P O Box 502738
GABORONE

Dear Sir,

APPLICATION FOR RESEARCH PERMIT

Reference is made to the above subject matter.

You are hereby granted permission for research permit to conduct a study titled: ***"Supply chain management an empirical research on the Botswana Public Sector as national service provider".***

The permit is valid for a period of 1 year, from August 2020 to August 2021.

i. Copies of any report/papers written as a result of the study are directly deposited with the Office of the President.

ii. The permit does not give authority to enter any premises, private establishment or protected area. Permission for such entry should be negotiated with those concerned.

iii. You conduct the project according to the particulars furnished in the approved application taking into account the above conditions.

iv. Failure to comply with any of the above stipulated conditions will result in the immediate cancellation of the permit.

Thank you.

Yours faithfully

J.T. Dipowe

1.

Supply Chain Management Best Practice: An Empirical Research on Botswana State Owned Enterprises (SOEs)

	conducted with critical suppliers							
	SSRP8 - In the product/service design stage, there is a cross-function team establishment							
3.	SSRP9 - ISO certification is one criterion for supplier selection							
	SSRP10 - Problem-solving involves suppliers at all stages							
4.								

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6. Customer Relationship Management Practice

Mark only one oval per row.

	Extremely Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Extremely Agree
CRMP1 - All suppliers are treated fairly in sourcing	○	●	○	○	○	○	○
CRMP2 - Supplier performance applied to all suppliers	●	○	○	○	○	○	○
CRMP3 - There is always a feedback session with suppliers	○	○	○	○	○	○	○
CRMP4 - Customer satisfaction forms the bases of service delivery	○	●	○	●	○	○	○
CRMP5 - Customer expectations are always determined beforehand	○	○	○	○	○	○	○
CRMP6 - The ability of the customer is determined to assess their needs	○	○	○	○	○	○	○
CRMP7 - Customer complaints assessments	○	○	○	○	○	○	○

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Information Sharing Practices

Mark only one oval per row.

	Extremely Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Extremely Agree
ISP1 - Sharing business strategy with our partners forms the corner stone of our strategy							
ISP2 - Changes in needs are always communicated to our suppliers in advance							
ISP3 - Suppliers share information within the required time, with us.							
ISP4 - Our organisation's trading partners keep your organisation fully informed about issues that affect its business							
ISP5 - Our organisation's trading partners share business knowledge of core business processes							

8. Information Quality Practices

Mark only one oval per row.

	Extremely Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Extremely Agree
IQP1 - Information exchange between our organisation and its trading partners are timely	○	○	○	○	○	○	○
IQP2 - Information exchange between our organisation and its trading partners are accurate	●	○	●	○	○	○	○
IQP3 - Information exchange between your organisation and its trading partners are complete	○	○	○	○	○	○	●
IQP4 - Information exchange between your organisation and its trading partners are adequate	○	○	○	○	○	○	○
IQP5 - Information	○	○	○	●	○	○	○

exchange between your organisation and it's trading partners are reliable

90. I Postponement Practices

I Mark only one oval per row.

	Extremely Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Extremely Agree
PSTP1 - The organisation's products are designed for modular assembly	◯	◯	◯	◯	◯	◯	◯
PSTP2 - The organisation's production process modules can be re-arranged so that customization can be carried out latter at distribution centres	◯	◯	◯	◯	◯	◯	◯
PSTP3 - The organisation delays final product assembly activities until customer orders have actually been received	◯	◯	◯	◯	◯	◯	◯
PSTP4 - The organisation delays final product assembly activities until the last possible position (or nearest to customer) in the supply chain	◯	◯	◯	◯	◯	◯	◯

13. Gender. How long have you been working in this organisation?

13 October 2020

Professor Dr. Donald Oxford York
Dean of Student Development
UGSM – Monarch Business School Switzerland
Flustrasse 1- P O Box 30 CH 6332
Hagendorn – Zug Switzerland

Dear Mr Sebata

RE: REQUEST TO UNDERTAKE RESEARCH – Mr. DENNIS SEBATA

CONSENT

We hereby agree to grant permission to Mr. Dennis Sebata to undertake research within our organization on Supply Chain Management Best Practices: empirical research on Botswana State-Owned Enterprises (SOEs) subject to Debswana Policies and Procedures as well as a Non-Disclosure Agreement to be signed by Mr. Sebata.

We understand that our participation will remain confidential.

Yours Sincerely,

DocuSigned by:
Obakeng Moroka
C12B0B072B01456

Obakeng Moroka
Acting Chief Financial Officer - Debswana

For/MANAGING DIRECTOR

Debswana Corporate Centre
Plot 64288, Airport Road, Block 8 | P.O. Box 329 Gaborone Botswana
T: +267 361 4200 | F: +267 3952941
www.debswana.com

APPENDIX C: PILOT DATASHEET

Table A3: Participant General Information

Region	Age Group	Gender	Educational Background	Professional Experience	SCMP Rating
Southern	50 – 59	Female	Graduate	26 - 30	Very important
Southern	30 – 39	Male	Post Graduate	11 - 15	Very important
Southern	40 – 49	Prefer not to say	Graduate	6 - 10	Very important
Northern	30 – 39	Prefer not to say	High School	6 - 10	Neutral
Southern	20 – 29	Male	Undergraduate	5 and Below	Important
Northern	60 - 69	Male	Post Graduate	11 - 15	Important
Southern	50 – 59	Male	Post Graduate	16 - 20	Neutral
Southern	60 - 69	Male	Post Graduate	26 - 30	Very important
Northern	30 – 39	Prefer not to say	Graduate	21 - 25	Not important
Southern	40 – 49	Female	High School	11 - 15	Not important at all
Southern	40 – 49	Male	Undergraduate	16 - 20	Very important
Southern	20 – 29	Female	Post Graduate	5 and Below	Important
Northern	20 – 29	Female	Graduate	5 and Below	Neutral
Southern	30 – 39	Female	Graduate	6 - 10	Neutral
Southern	20 – 29	Male	Graduate	5 and Below	Important
Southern	40 – 49	Male	Post Graduate	16 - 20	Neutral
Southern	40 – 49	Male	High School	11 - 15	Important
Southern	50 – 59	Female	Graduate	31 and above	Important
Northern	20 – 29	Male	Graduate	5 and Below	Important
Southern	40 – 49	Male	Post Graduate	16 - 20	Not important at all
Southern	30 – 39	Male	Undergraduate	6 - 10	Neutral
Southern	30 – 39	Male	Undergraduate	21 - 25	Important
Southern	40 – 49	Female	Post Graduate	11 - 15	Important

Table A4: Participant Work Information

Length of work in an organisation	**Managerial Experience**	**Designation/Position**	**Availability for a future personal interview**	**Organisation type**
26 - 30	6 – 10	Senior Manager	No	Parastatal
11 - 15	6 – 10	Senior Manager	No	Parastatal
21 - 25	5 and Below	Assistant Procurement officer	Yes	Botswana Government (Public)
6 - 10	6 – 10	Senior Manager	No	Parastatal
5 and Below	5 and Below	Temporary Employee	Yes	Parastatal
11 - 15	5 and Below	Senior Manager	Yes	Botswana Government (Public)
16 - 20	11 – 15	Senior Consultant	Yes	Parastatal
6 - 10	16 – 20	Manager	Yes	Botswana Government (Public)
6 - 10	5 and Below	Prefers not to indicate	No	Parastatal
11 - 15	6 – 10	Manager	No	Botswana Government (Public)
21 - 25	6 – 10	Manager	Yes	Parastatal
5 and Below	5 and Below	Consultant	Yes	Parastatal
5 and Below	5 and Below	Procurement officer	No	Botswana Government (Public)
5 and Below	5 and Below	Procurement Intern officer	Yes	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	No	Parastatal
16 - 20	6 – 10	Senior Manager	Yes	Parastatal
5 and Below	5 and Below	Supervisor	No	Parastatal
5 and Below	16 – 20	Manager	No	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	Yes	Botswana Government (Public)
6 - 10	16 – 20	Supervisor	Yes	Parastatal
5 and Below	5 and Below	officer	No	Botswana Government (Public)
6 - 10	6 – 10	Supervisor	Yes	Parastatal
6 - 10	5 and Below	Senior Manager	Yes	Parastatal

Table A5: Organisational Level of SCMBP

The level of implementation of SCM best practices influence the organisational profits	The status of SCM practices in this organisation is highly visible	There is the implementation of SCM best practices in this organisation	SCM practices have a strategic effect on the organisation in achieving its objectives	Problems exist which affects the implementation of SCM best practices in an organisation
NO	NO	NO	NO	NO
NO	NO	NO	YES	YES
YES	NO	NO	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	NO	YES
YES	NO	NO	YES	YES
YES	NO	NO	YES	YES
NO	NO	NO	NO	YES
YES	NO	NO	YES	YES
NO	NO	NO	YES	NO
YES	YES	YES	YES	YES
YES	NO	YES	YES	YES
YES	YES	YES	YES	NO
YES	YES	YES	YES	YES
NO	YES	YES	YES	NO
NO	NO	NO	NO	YES
NO	YES	NO	YES	YES
YES	YES	NO	YES	YES
YES	NO	NO	YES	YES
NO	NO	NO	NO	NO
YES	NO	NO	YES	YES
YES	YES	YES	YES	YES
YES	NO	NO	NO	NO

Table A6: Strategic Supplier Relationship Practice

SSRP	SSRP1	SSRP2	SSRP3	SSRP4	SSRP5	SSRP6	SSRP7	SSRP8	SSRP9	SSRP10
5	5	5	7	7	7	4	4	7	5	2
4	4	4	4	4	4	4	4	4	4	6
6	6	6	6	6	1	6	6	6	6	1
1	1	1	1	1	1	1	1	1	1	1
6	6	6	6	6	4	6	6	6	6	4
5	5	5	5	5	2	5	5	5	5	2
1	1	1	1	1	3	1	1	1	1	3
6	1	6	6	6	5	6	6	6	6	5
2	1	2	2	2	4	2	2	2	2	4
5	4	5	5	5	6	5	5	5	5	6

Table A6: Strategic Supplier Relationship Practice

SSRP	SSRP1	SSRP2	SSRP3	SSRP4	SSRP5	SSRP6	SSRP7	SSRP8	SSRP9	SSRP10
3	2	3	3	3	1	3	3	3	3	1
4	3	4	4	4	6	4	4	4	4	6
6	5	6	6	6	5	6	6	6	6	5
2	4	2	2	2	1	2	2	2	2	1
2	6	2	2	2	6	2	2	2	2	6
2	1	2	2	2	2	2	2	2	2	2
3	6	3	3	3	5	3	3	3	3	5
4	5	4	4	4	3	4	4	4	4	3
2	1	5	4	7	4	2	2	4	2	4
1	6	4	6	2	6	1	1	1	6	6
6	2	6	2	6	2	6	6	6	6	2
5	5	6	7	1	2	4	4	7	1	2
1	3	4	3	3	2	3	3	3	1	2

Table A7: Customer Relationship Management Practice

CRMP	CRMP1	CRMP2	CRMP3	CRMP4	CRMP5	CRMP6	CRMP7	CRMP8
6	6	5	5	7	6	5	4	6
5	5	5	5	5	5	5	6	5
6	6	6	6	6	6	6	6	6
6	6	6	6	6	6	6	6	6
6	6	5	6	6	5	5	5	6
5	3	5	4	6	6	6	6	7
2	1	2	3	2	3	2	1	3
4	2	2	2	6	3	5	5	6
3	3	3	2	3	3	2	2	2
4	5	3	5	5	3	3	2	5
6	6	6	5	6	6	4	7	7
5	5	5	5	6	5	5	5	7
5	4	5	1	6	6	5	4	6
5	6	6	2	6	4	5	2	7
6	6	7	6	7	5	5	6	7
3	2	2	2	2	6	5	2	3
4	5	4	4	4	5	4	4	4
4	3	3	5	3	3	3	4	4
7	7	6	6	7	7	7	7	7
3	1	1	5	6	5	2	1	2
2	1	1	1	6	1	1	1	1
6	6	4	5	7	6	6	4	7
3	3	1	1	3	5	3	3	2

Table A8: Information Sharing Practice

ISP	ISP1	ISP2	ISP3	ISP4	ISP5	ISP6	ISP7
4	3	4	4	5	4	5	5

Table A8: Information Sharing Practice

ISP	ISP1	ISP2	ISP3	ISP4	ISP5	ISP6	ISP7
5	2	6	5	6	6	6	6
6	6	6	6	6	6	6	6
5	2	6	6	6	2	6	6
4	4	6	4	4	4	4	5
4	3	2	4	5	5	4	3
3	3	1	3	3	2	3	3
3	4	2	4	2	3	3	4
2	2	2	2	2	2	2	2
3	5	3	2	3	2	3	3
3	6	5	1	2	2	3	3
4	4	4	4	4	4	4	4
4	2	6	4	5	4	4	5
4	6	5	3	3	3	3	4
5	7	7	4	4	4	4	4
6	4	4	4	7	7	7	6
5	6	4	4	5	5	5	6
4	2	3	4	4	5	4	4
4	7	5	4	5	4	2	3
2	1	2	5	1	1	1	1
3	6	1	6	1	1	1	6
5	5	6	6	5	5	5	5
2	3	3	4	1	1	1	1

Table A9: Information Quality Practice

IQP	IQP1	IQP2	IQP3	IQP4	IQP5
5	4	5	4	5	6
6	6	6	6	6	6
6	7	6	6	5	6
6	6	6	4	6	6
4	4	4	4	4	6
4	4	3	5	4	3
3	3	2	2	3	3
3	4	3	2	2	2
2	2	2	2	2	2
2	2	2	2	2	2
3	3	5	2	1	2
4	5	5	4	4	4
5	4	6	4	6	3
6	6	6	5	5	6
4	4	3	4	3	4
6	6	6	6	6	6
5	5	5	5	5	6
4	4	4	4	4	3
2	2	2	2	2	2
2	1	3	1	2	3

Table A9: Information Quality Practice

IQP	IQP1	IQP2	IQP3	IQP4	IQP5
2	2	2	2	2	2
5	5	5	5	4	5
3	4	2	2	4	4

Table A10: Internal Lean Practice

ILP	ILP1	ILP2	ILP3	ILP4	ILP5
5	5	6	5	2	5
4	7	6	2	2	4
6	6	7	6	5	6
4	6	6	1	4	1
6	6	6	6	6	6
5	6	5	5	5	6
3	3	2	2	3	3
4	5	4	3	2	4
2	2	3	2	2	2
3	1	1	4	5	4
6	6	7	5	7	7
5	6	5	4	4	4
4	5	3	4	5	2
6	5	6	7	7	5
6	5	6	6	4	7
5	6	5	6	4	4
4	5	4	5	4	4
4	6	3	3	4	5
4	3	4	5	3	5
1	1	1	1	1	1
4	2	6	4	2	6
5	5	5	5	5	5
2	1	1	1	1	5

Table A11: Postponement Practice

PSTP	PSTP1	PSTP2	PSTP3	PSTP4	PSTP5
4	4	4	3	3	7
3	4	3	2	2	6
6	6	6	5	5	6
4	2	3	4	4	5
4	2	4	6	4	6
4	4	4	5	5	2
2	2	1	3	3	3
4	2	3	5	4	6
2	2	2	1	1	3
4	4	4	4	4	4
1	2	1	1	1	1
4	4	4	4	4	4

Table A11: Postponement Practice

PSTP	PSTP1	PSTP2	PSTP3	PSTP4	PSTP5
4	3	3	6	3	6
5	5	4	5	5	6
5	4	4	5	5	5
4	5	5	2	2	6
5	5	6	5	5	4
5	6	4	5	4	5
2	1	1	1	1	6
5	6	4	4	4	6
3	2	2	2	2	6
4	5	4	4	4	4
2	4	5	1	1	1

APPENDIX D: SURVEY DATASHEET

Table A12: Participant General Information

Region	Age Group	Gender	Educational Background	Professional Experience	SCMP Rating
Southern	30 – 39	Male	Graduate	11 – 15	Important
Southern	50 – 59	Male	Post Graduate	21 – 25	Very important
Southern	50 – 59	Male	Undergraduate	26 – 30	Important
Southern	40 – 49	Male	Post Graduate	21 – 25	Important
Southern	40 – 49	Male	Post Graduate	16 – 20	Very important
Southern	40 – 49	Male	Post Graduate	21 – 25	Neutral
Southern	40 – 49	Male	Post Graduate	11 – 15	Very important
Southern	50 – 59	Male	Post Graduate	21 – 25	Important
Southern	40 – 49	Female	Post Graduate	21 – 25	Important
Southern	30 – 39	Female	Graduate	6 – 10	Important
Southern	50 – 59	Female	Graduate	26 – 30	Very important
Southern	30 – 39	Male	Post Graduate	11 – 15	Very important
Southern	40 – 49	Prefer not to say	Graduate	6 – 10	Very important
Northern	30 – 39	Prefer not to say	Post Graduate	6 – 10	Neutral
Southern	20 – 29	Male	Undergraduate	5 and Below	Important
Northern	50 – 59	Male	Post Graduate	11 – 15	Important
Southern	50 – 59	Male	Post Graduate	16 – 20	Neutral
Southern	50 – 59	Male	Post Graduate	26 – 30	Very important
Northern	30 – 39	Prefer not to say	Graduate	11 – 15	Not important
Southern	40 – 49	Female	Undergraduate	11 - 15	Not important at all
Southern	40 – 49	Male	Undergraduate	16 - 20	Very important
Southern	20 – 29	Female	Post Graduate	5 and Below	Important
Northern	20 – 29	Female	Graduate	5 and Below	Neutral
Southern	30 – 39	Female	Graduate	6 - 10	Neutral
Southern	20 – 29	Male	Graduate	5 and Below	Important
Southern	40 – 49	Male	Post Graduate	16 - 20	Neutral
Southern	40 – 49	Male	Post Graduate	11 - 15	Important
Southern	50 – 59	Female	Graduate	31 and above	Important
Northern	20 – 29	Male	Graduate	5 and Below	Important
Southern	40 – 49	Male	Post Graduate	16 - 20	Not important at all
Southern	30 – 39	Male	Undergraduate	6 - 10	Neutral
Southern	30 – 39	Male	Undergraduate	11 - 15	Important
Southern	40 – 49	Female	Post Graduate	11 - 15	Important
Southern	30 – 39	Female	Graduate	6 - 10	Not important
Northern	30 – 39	Female	Post Graduate	6 - 10	Very important
Northern	40 – 49	Prefer not to say	Graduate	5 and Below	Neutral
Southern	20 – 29	Male	Graduate	5 and Below	Important
Southern	40 – 49	Male	Post Graduate	11 - 15	Important
Southern	40 – 49	Male	Post Graduate	16 - 20	Very important

Table A12: Participant General Information

Region	Age Group	Gender	Educational Background	Professional Experience	SCMP Rating
Northern	20 – 29	Female	Post Graduate	6 – 10	Neutral
Southern	20 – 29	Female	Graduate	5 and Below	Neutral
Northern	30 – 39	Prefer not to say	Post Graduate	11 – 15	Neutral
Southern	30 – 39	Female	Graduate	6 – 10	Important
Northern	30 – 39	Female	Post Graduate	11 – 15	Neutral
Northern	30 – 39	Female	Graduate	5 and Below	Important
Southern	30 – 39	Male	Graduate	5 and Below	Not important
Southern	30 – 39	Male	Graduate	6 – 10	Very important
Northern	40 – 49	Prefer not to say	Graduate	31 and above	Very important
Southern	30 – 39	Male	Graduate	5 and Below	Very important
Southern	50 – 59	Male	Graduate	21 – 25	Very important
Southern	30 – 39	Male	Graduate	6 – 10	Not important
Southern	30 – 39	Female	Post Graduate	11 – 15	Important
Southern	20 – 29	Female	Graduate	5 and Below	Not important
Northern	40 – 49	Male	Graduate	21 – 25	Very important
Southern	40 – 49	Male	Graduate	16 – 20	Very important
Southern	20 – 29	Female	Graduate	5 and Below	Important
Northern	20 – 29	Male	Post Graduate	5 and Below	Very important
Southern	40 – 49	Female	Post Graduate	5 and Below	Very important
Southern	20 – 29	Prefer not to say	Graduate	5 and Below	Very important
Southern	40 – 49	Female	Graduate	21 – 25	Very important
Southern	40 – 49	Male	Undergraduate	21 - 25	Very important
Southern	20 – 29	Male	Graduate	5 and Below	Very important
Southern	20 – 29	Female	Undergraduate	5 and Below	Neutral
Southern	30 – 39	Male	Post Graduate	11 - 15	Very important
Southern	40 – 49	Male	Post Graduate	21 - 25	Neutral
Southern	30 – 39	Female	Graduate	11 - 15	Neutral
Southern	30 – 39	Male	Graduate	6 - 10	Very important
Southern	30 – 39	Male	Post Graduate	11 - 15	Important
Southern	40 – 49	Male	Graduate	21 - 25	Very important
Southern	40 – 49	Male	Post Graduate	11 - 15	Neutral
Southern	40 – 49	Female	Undergraduate	21 - 25	Very important
Southern	30 – 39	Male	Undergraduate	6 - 10	Not important
Northern	40 – 49	Male	Graduate	16 - 20	Very important
Southern	40 – 49	Male	Graduate	6 - 10	Important
Southern	30 – 39	Male	Graduate	11 - 15	Very important
Southern	30 – 39	Female	Post Graduate	11 - 15	Neutral
Southern	30 – 39	Male	Undergraduate	16 - 20	Important
Southern	50 – 59	Male	Graduate	21 - 25	Important
Southern	40 – 49	Female	Post Graduate	11 - 15	Important
Southern	40 – 49	Female	Post Graduate	11 – 15	Important
Southern	50 – 59	Male	Undergraduate	26 – 30	Very important
Southern	40 – 49	Male	Graduate	16 – 20	Very important

Table A12: Participant General Information

Region	Age Group	Gender	Educational Background	Professional Experience	SCMP Rating
Southern	30 – 39	Male	Undergraduate	6 – 10	Important
Southern	30 – 39	Male	Graduate	11 – 15	Very important
Southern	30 – 39	Female	Graduate	11 – 15	Very important
Southern	30 – 39	Male	Undergraduate	6 – 10	Important
Southern	40 – 49	Male	Post Graduate	11 – 15	Important
Northern	30 – 39	Male	Graduate	6 - 10	Very important
Southern	40 – 49	Female	Post Graduate	6 - 10	Very important
Southern	30 – 39	Male	Graduate	11 - 15	Important
Southern	30 – 39	Male	High school	31 and above	Important
Southern	30 – 39	Female	Post Graduate	5 and Below	Neutral
Southern	20 – 29	Male	Graduate	5 and Below	Important
Southern	30 – 39	Male	Graduate	11 - 15	Very important
Southern	40 – 49	Female	Post Graduate	11 - 15	Neutral
Southern	30 – 39	Female	Graduate	6 - 10	Very important
Northern	30 – 39	Male	Graduate	11 - 15	Important
Southern	30 – 39	Female	Graduate	6 - 10	Important
Southern	20 – 29	Male	Post Graduate	5 and Below	Very important
Northern	20 – 29	Female	Graduate	5 and Below	Very important
Southern	30 – 39	Female	Post Graduate	16 - 20	Neutral
Southern	30 – 39	Male	High school	5 and Below	Very important
Northern	60 – 69	Male	Graduate	21 - 25	Very important
Southern	20 – 29	Male	Graduate	5 and Below	Not important at all
Northern	20 – 29	Male	Graduate	5 and Below	Neutral
Northern	20 – 29	Female	Post Graduate	5 and Below	Very important
Southern	40 – 49	Male	Graduate	21 - 25	Very important
Northern	30 – 39	Male	Post Graduate	6 - 10	Neutral
Southern	40 – 49	Male	Post Graduate	16 - 20	Very important
Southern	50 – 59	Male	Post Graduate	31 and above	Very important
Southern	20 – 29	Female	Post Graduate	5 and Below	Very important
Southern	40 – 49	Female	Post Graduate	11 - 15	Important
Southern	20 – 29	Female	Graduate	5 and Below	Important
Northern	40 – 49	Male	Post Graduate	16 - 20	Very important
Northern	30 – 39	Female	High school	6 - 10	Neutral
Southern	30 – 39	Male	Graduate	6 - 10	Neutral
Southern	20 – 29	Male	Graduate	5 and Below	Neutral
Southern	30 – 39	Female	Post Graduate	6 - 10	Very important
Northern	20 – 29	Female	Graduate	5 and Below	Very important
Southern	40 – 49	Female	Post Graduate	5 and Below	Neutral
Northern	40 – 49	Prefer not to say	Graduate	11 - 15	Very important
Southern	30 – 39	Male	Graduate	6 - 10	Very important
Northern	40 – 49	Male	Post Graduate	16 - 20	Important
Southern	30 – 39	Male	Undergraduate	5 and Below	Not important
Southern	20 – 29	Female	Post Graduate	5 and Below	Neutral
Southern	40 – 49	Male	Post Graduate	6 - 10	Very important

Table A12: Participant General Information

Region	Age Group	Gender	Educational Background	Professional Experience	SCMP Rating
Southern	40 – 49	Prefer not to say	Graduate	6 - 10	Very important
Southern	30 – 39	Male	Graduate	6 - 10	Very important
Southern	20 – 29	Male	Graduate	5 and Below	Important
Southern	30 – 39	Prefer not to say	Graduate	6 - 10	Very important
Southern	30 – 39	Male	Graduate	11 - 15	Important
Northern	20 – 29	Female	Undergraduate	5 and Below	Neutral
Northern	30 – 39	Male	Graduate	5 and Below	Important
Northern	40 – 49	Female	Post Graduate	11 - 15	Important
Northern	30 – 39	Prefer not to say	Post Graduate	5 and Below	Not important at all
Northern	40 – 49	Male	Post Graduate	16 - 20	Very important
Southern	40 – 49	Male	Post Graduate	16 - 20	Very important
Northern	20 – 29	Female	Graduate	5 and Below	Important
Southern	40 – 49	Male	Post Graduate	16 - 20	Neutral
Southern	40 – 49	Male	Post Graduate	16 - 20	Neutral
Southern	20 – 29	Female	Graduate	5 and Below	Important
Southern	30 – 39	Male	Graduate	11 - 15	Neutral
Southern	30 – 39	Male	Post Graduate	6 - 10	Very important
Southern	40 – 49	Male	Graduate	26 - 30	Very important
Northern	20 – 29	Female	Graduate	5 and Below	Very important
Northern	30 – 39	Male	Graduate	6 - 10	Very important
Southern	30 – 39	Male	Graduate	11 - 15	Very important
Northern	20 – 29	Female	Graduate	5 and Below	Very important
Southern	40 – 49	Female	Post Graduate	26 - 30	Important
Northern	30 – 39	Male	Graduate	21 - 25	Important
Southern	40 – 49	Male	Post Graduate	21 - 25	Very important
Southern	20 – 29	Male	Post Graduate	5 and Below	Neutral
Southern	40 – 49	Female	Post Graduate	16 - 20	Important
Northern	30 – 39	Male	Graduate	16 - 20	Important
Southern	50 – 59	Male	Graduate	26 - 30	Not important
Northern	30 – 39	Female	Graduate	6 - 10	Very important
Southern	30 – 39	Female	Graduate	6 - 10	Very important
Southern	30 – 39	Male	Undergraduate	6 - 10	Important
Southern	30 – 39	Male	Post Graduate	6 - 10	Neutral
Southern	30 – 39	Female	Graduate	6 - 10	Neutral
Northern	40 – 49	Male	Post Graduate	21 - 25	Important
Southern	30 – 39	Male	Graduate	11 - 15	Important
Southern	30 – 39	Male	Undergraduate	6 - 10	Important
Southern	40 – 49	Male	Post Graduate	21 - 25	Very important
Southern	20 – 29	Female	Post Graduate	5 and Below	Neutral
Southern	20 – 29	Female	Graduate	5 and Below	Important
Southern	40 – 49	Female	Graduate	11 - 15	Neutral
Southern	30 – 39	Prefer not to say	Graduate	5 and Below	Very important

Table A12: Participant General Information

Region	Age Group	Gender	Educational Background	Professional Experience	SCMP Rating
Southern	40 – 49	Male	Post Graduate	11 - 15	Very important
Southern	20 – 29	Female	Graduate	5 and Below	Important
Southern	30 – 39	Male	Post Graduate	6 - 10	Very important
Southern	30 – 39	Female	Graduate	11 - 15	Very important
Northern	40 – 49	Male	Undergraduate	11 - 15	Very important
Southern	20 – 29	Male	Graduate	5 and Below	Very important
Southern	20 – 29	Male	Graduate	5 and Below	Neutral
Southern	40 – 49	Male	Graduate	16 - 20	Neutral
Southern	40 – 49	Male	Post Graduate	16 - 20	Important
Southern	40 – 49	Male	Graduate	11 - 15	Very important
Northern	30 – 39	Male	Graduate	5 and Below	Very important
Southern	20 – 29	Male	Post Graduate	5 and Below	Not important at all
Northern	40 – 49	Male	Post Graduate	16 - 20	Very important
Southern	20 – 29	Male	Post Graduate	5 and Below	Very important
Southern	40 – 49	Female	Graduate	16 - 20	Neutral
Northern	30 – 39	Female	Graduate	6 - 10	Important
Southern	30 – 39	Male	Graduate	11 - 15	Very important
Southern	50 – 59	Female	Post Graduate	21 - 25	Very important
Southern	40 – 49	Male	Graduate	21 - 25	Neutral
Southern	30 – 39	Male	Post Graduate	11 - 15	Very important
Southern	20 – 29	Female	Graduate	5 and Below	Neutral
Northern	20 – 29	Male	Undergraduate	5 and Below	Important
Northern	30 – 39	Male	Graduate	11 - 15	Important
Southern	40 – 49	Female	Post Graduate	11 - 15	Important
Southern	40 – 49	Male	Graduate	11 - 15	Very important
Southern	30 – 39	Male	Post Graduate	6 - 10	Neutral
Southern	40 – 49	Male	Post Graduate	16 - 20	Important
Southern	40 – 49	Male	Post Graduate	6 - 10	Not important
Southern	40 – 49	Female	Post Graduate	16 - 20	Not important
Southern	50 – 59	Male	Post Graduate	26 - 30	Important
Southern	50 – 59	Male	Post Graduate	26 - 30	Important
Southern	50 – 59	Female	Graduate	6 - 10	Not important
Northern	30 – 39	Male	Post Graduate	6 - 10	Very important
Northern	30 – 39	Male	Graduate	11 - 15	Not important
Northern	30 – 39	Male	Graduate	11 - 15	Not important
Southern	30 – 39	Male	Undergraduate	11 - 15	Very important
Northern	30 – 39	Male	Graduate	16 - 20	Neutral
Northern	30 – 39	Male	Graduate	6 - 10	Very important
Southern	40 – 49	Female	Graduate	11 - 15	Important
Southern	20 – 29	Male	Graduate	5 and Below	Very important
Southern	30 – 39	Male	Graduate	11 - 15	Important
Northern	50 – 59	Male	Post Graduate	21 - 25	Very important
Southern	30 – 39	Female	Graduate	6 - 10	Important
Southern	30 – 39	Female	Post Graduate	6 - 10	Very important

Table A12: Participant General Information

Region	Age Group	Gender	Educational Background	Professional Experience	SCMP Rating
Southern	30 – 39	Female	Graduate	6 - 10	Neutral
Southern	30 – 39	Male	Undergraduate	6 - 10	Very important
Southern	20 – 29	Prefer not to say	Undergraduate	5 and Below	Very important
Northern	30 – 39	Male	Post Graduate	11 - 15	Neutral
Southern	50 – 59	Female	Post Graduate	26 - 30	Very important
Northern	30 – 39	Male	Undergraduate	6 - 10	Very important
Southern	20 – 29	Female	Graduate	5 and Below	Neutral
Northern	40 – 49	Male	Graduate	11 - 15	Important
Southern	20 – 29	Female	Graduate	5 and Below	Neutral
Southern	20 – 29	Female	Graduate	5 and Below	Very important
Southern	30 – 39	Male	Post Graduate	11 - 15	Important
Southern	50 – 59	Male	Post Graduate	31 and above	Not important
Southern	40 – 49	Male	Post Graduate	16 - 20	Important
Southern	20 – 29	Prefer not to say	Graduate	5 and Below	Neutral
Southern	20 – 29	Female	Undergraduate	5 and Below	Neutral
Southern	30 – 39	Female	Post Graduate	11 - 15	Very important
Southern	20 – 29	Female	Graduate	6 - 10	Very important

Table A13: Participant Work Information

Length of work in an organisation	Managerial Experience	Designation/Position	Availability for a future personal interview	Organisation type
5 and Below	6 – 10	Director	No	Botswana Government (Public)
5 and Below	11 – 15	Director	Yes	Parastatal
16 - 20	16 – 20	Supervisor	No	Parastatal
6 - 10	11 – 15	Senior Manager	Yes	Parastatal
5 and Below	16 – 20	Senior Manager	Yes	Botswana Government (Public)
5 and Below	11 – 15	Senior Manager	Yes	Parastatal
5 and Below	5 and Below	Manager	Yes	Parastatal
5 and Below	6 – 10	Senior Consultant BIRM	Yes	Parastatal
11 - 15	11 – 15	Director	No	Parastatal
6 - 10	5 and Below	Supervisor	No	Parastatal
26 - 30	6 – 10	Senior Manager	No	Parastatal
11 - 15	6 – 10	Senior Manager	No	Parastatal
21 - 25	5 and Below	Assistant Procurement officer	Yes	Botswana Government (Public)
6 - 10	6 – 10	Senior Manager	No	Parastatal
5 and Below	5 and Below	Temporary Employee	Yes	Parastatal

Table A13: Participant Work Information

Length of work in an organisation	Managerial Experience	Designation/Position	Availability for a future personal interview	Organisation type
11 - 15	5 and Below	Senior Manager	Yes	Botswana Government (Public)
16 - 20	11 – 15	Senior Consultant	Yes	Parastatal
6 - 10	16 – 20	Manager	Yes	Botswana Government (Public)
6 - 10	5 and Below	Prefers not to indicate	No	Parastatal
11 - 15	6 – 10	Manager	No	Botswana Government (Public)
21 - 25	6 – 10	Manager	Yes	Parastatal
5 and Below	5 and Below	Consultant	Yes	Parastatal
5 and Below	5 and Below	Procurement officer	No	Botswana Government (Public)
5 and Below	5 and Below	Procurement Intern officer	Yes	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	No	Parastatal
16 - 20	6 – 10	Senior Manager	Yes	Parastatal
5 and Below	5 and Below	Supervisor	No	Parastatal
5 and Below	16 – 20	Manager	No	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	Yes	Botswana Government (Public)
6 - 10	16 – 20	Supervisor	Yes	Parastatal
5 and Below	5 and Below	officer	No	Botswana Government (Public)
6 - 10	6 – 10	Supervisor	Yes	Parastatal
6 - 10	5 and Below	Senior Manager	Yes	Parastatal
5 and Below	5 and Below	Supervisor	Yes	Botswana Government (Public)
5 and Below	6 – 10	Supervisor	Yes	Parastatal
5 and Below	5 and Below	Procurement Officer	No	Parastatal
5 and Below	5 and Below	Assistant Accountant	Yes	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	No	Parastatal
5 and Below	11 – 15	Senior Manager	Yes	Botswana Government (Public)
6 - 10	5 and Below	Supervisor	No	Botswana Government (Public)
5 and Below	5 and Below	CAPACITY BUILDING ASSISTANT	No	Parastatal

Table A13: Participant Work Information

Length of work in an organisation	Managerial Experience	Designation/Position	Availability for a future personal interview	Organisation type
11 - 15	5 and Below	Supervisor	Yes	Botswana Government (Public)
5 and Below	11 – 15	Chief executive officer	No	Parastatal
5 and Below	5 and Below	Supervisor	Yes	Parastatal
5 and Below	5 and Below	Engineman	Yes	Parastatal
5 and Below	5 and Below	Engineman	Yes	Parastatal
6 - 10	5 and Below	Supervisor	No	Parastatal
31 and Above	11 – 15	Manager	No	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	No	Botswana Government (Public)
11 - 15	26 – 30	Supervisor	Yes	Parastatal
5 and Below	5 and Below	Supervisor	Yes	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	Yes	Parastatal
5 and Below	5 and Below	Intern	No	Botswana Government (Public)
6 - 10	6 – 10	Supervisor	Yes	Parastatal
11 - 15	11 – 15	Senior Manager	Yes	Parastatal
5 and Below	5 and Below	Internship	Yes	Parastatal
5 and Below	5 and Below	Business Improvement Analyst	Yes	Botswana Government (Public)
5 and Below	5 and Below	Officer	Yes	Parastatal
5 and Below	5 and Below	Officer	No	Botswana Government (Public)
5 and Below	11 – 15	Senior Manager	Yes	Parastatal
6 - 10	6 – 10	Manager	Yes	Parastatal
5 and Below	5 and Below	Supervisor	Yes	Parastatal
5 and Below	5 and Below	Intern	Yes	Botswana Government (Public)
5 and Below	6 – 10	Supervisor	No	Parastatal
6 - 10	5 and Below	Manager	Yes	Parastatal
6 - 10	6 – 10	officer	Yes	Parastatal
5 and Below	5 and Below	Supervisor	No	Parastatal
6 - 10	6 – 10	Manager	No	Parastatal
11 - 15	11 – 15	Senior Manager	No	Parastatal
6 - 10	6 – 10	Manager	No	Parastatal
16 - 20	6 – 10	Supervisor	Yes	Parastatal
5 and Below	6 – 10	Manager	Yes	Parastatal
16 - 20	6 – 10	Senior Manager	Yes	Parastatal
5 and Below	5 and Below	Technician	Yes	Parastatal

Table A13: Participant Work Information

Length of work in an organisation	Managerial Experience	Designation/Position	Availability for a future personal interview	Organisation type
6 - 10	5 and Below	Manager	Yes	Parastatal
5 and Below	5 and Below	Director	No	Parastatal
6 - 10	11 – 15	Supervisor	Yes	Parastatal
5 and Below	11 – 15	Director	No	Parastatal
11 - 15	5 and Below	Supervisor	No	Botswana Government (Public)
11 - 15	5 and Below	Supervisor	No	Botswana Government (Public)
21 - 25	6 – 10	Supervisor	Yes	Parastatal
5 and Below	6 – 10	Manager	Yes	Parastatal
5 and Below	5 and Below	Manager	Yes	Parastatal
5 and Below	5 and Below	Supervisor	Yes	Parastatal
11 - 15	5 and Below	Officer	Yes	Parastatal
6 - 10	5 and Below	Analyst	No	Parastatal
5 and Below	6 – 10	Manager	Yes	Parastatal
6 - 10	5 and Below	Manager	Yes	Parastatal
6 - 10	5 and Below	Manager	No	Parastatal
5 and Below	6 – 10	Manager	Yes	Parastatal
6 - 10	26 – 30	Graduate Trainee	No	Parastatal
5 and Below	5 and Below	Graduate Trainee	No	Parastatal
5 and Below	5 and Below	Supervisor	Yes	Botswana Government (Public)
5 and Below	6 – 10	Senior Manager	Yes	Botswana Government (Public)
6 - 10	5 and Below	Manager	No	Botswana Government (Public)
5 and Below	5 and Below	Manager	No	Parastatal
5 and Below	5 and Below	Maintainer Operator	No	Parastatal
6 - 10	5 and Below	Supervisor	Yes	Botswana Government (Public)
5 and Below	5 and Below	Assistant Officer	No	Parastatal
5 and Below	5 and Below	Assistant procurement officer intern	Yes	Botswana Government (Public)
5 and Below	6 – 10	Manager	Yes	Botswana Government (Public)
5 and Below	5 and Below	Driver	No	Parastatal
6 - 10	5 and Below	Officer	Yes	Parastatal
5 and Below	5 and Below	Technical	No	Parastatal
5 and Below	5 and Below	Supervisor	Yes	Botswana Government (Public)
5 and Below	5 and Below	Research assistant	No	Parastatal

Table A13: Participant Work Information

Length of work in an organisation	Managerial Experience	Designation/Position	Availability for a future personal interview	Organisation type
11 - 15	11 – 15	Supervisor	Yes	Parastatal
5 and Below	6 – 10	Supervisor	Yes	Botswana Government (Public)
16 - 20	6 – 10	Senior Manager	No	Parastatal
21 - 25	5 and Below	Assistant Director	Yes	Parastatal
5 and Below	6 – 10	Supervisor	Yes	Parastatal
11 - 15	5 and Below	Senior Manager	No	Botswana Government (Public)
5 and Below	5 and Below	Officer	No	Botswana Government (Public)
5 and Below	6 – 10	Officer	Yes	Parastatal
5 and Below	5 and Below	Officer	No	Parastatal
5 and Below	5 and Below	Senior Manager	Yes	Parastatal
5 and Below	5 and Below	Manager	No	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	Yes	Parastatal
5 and Below	5 and Below	ADMIN. ASSISTANT	Yes	Parastatal
11 - 15	5 and Below	Supervisor	Yes	Parastatal
5 and Below	5 and Below	Supervisor	Yes	Botswana Government (Public)
6 - 10	5 and Below	Supervisor	No	Botswana Government (Public)
5 and Below	6 – 10	Director	Yes	Parastatal
5 and Below	5 and Below	Team leader	Yes	Parastatal
5 and below	5 and below	Supervisor	Yes	Parastatal
6 - 10	6 – 10	Manager	No	Parastatal
11 - 15	6 – 10	Manager	No	Botswana Government (Public)
5 and Below	5 and Below	Senior Manager	Yes	Botswana Government (Public)
5 and Below	5 and Below	Procurement Assistant	Yes	Parastatal
6 - 10	5 and Below	Supervisor	Yes	Botswana Government (Public)
5 and Below	5 and Below	Manager	Yes	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	Yes	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	Yes	Botswana Government (Public)

Table A13: Participant Work Information

Length of work in an organisation	Managerial Experience	Designation/Position	Availability for a future personal interview	Organisation type
5 and Below	5 and Below	Supervisor	Yes	Parastatal
6 - 10	11 – 15	Supervisor	No	Parastatal
6 - 10	11 – 15	Supervisor	No	Parastatal
11 - 15	31 and Above	junior	Yes	Botswana Government (Public)
5 and Below	5 and Below	junior	Yes	Parastatal
11 - 15	6 – 10	Manager	No	Botswana Government (Public)
11 - 15	5 and Below	Operator	No	Parastatal
5 and Below	5 and Below	Operator	No	Parastatal
6 - 10	5 and Below	Supervisor	No	Botswana Government (Public)
6 - 10	5 and Below	Engineer	No	Parastatal
26 - 30	16 – 20	Supervisor	No	Parastatal
5 and Below	5 and Below	Assistant	Yes	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	Yes	Parastatal
11 - 15	5 and Below	Estate Management Officer	No	Parastatal
5 and Below	5 and Below	Estate Management Officer	Yes	Parastatal
21 - 25	11 – 15	Senior Manager	Yes	Botswana Government (Public)
21 - 25	21 – 25	Supervisor	No	Botswana Government (Public)
5 and Below	11 – 15	Director	Yes	Parastatal
5 and Below	26 – 30	Supervisor	No	Botswana Government (Public)
11 - 15	6 – 10	Senior Manager	Yes	Parastatal
16 - 20	5 and Below	Manager	Yes	Botswana Government (Public)
5 and Below	21 – 25	Senior Manager	No	Parastatal
6 - 10	5 and Below	Supervisor	No	Botswana Government (Public)
6 - 10	5 and Below	Frontline Staff	Yes	Parastatal
6 - 10	5 and Below	Senior Medical Officer	No	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	No	Botswana Government (Public)
5 and Below	5 and Below	Officer	No	Parastatal

Table A13: Participant Work Information

Length of work in an organisation	Managerial Experience	Designation/Position	Availability for a future personal interview	Organisation type
5 and Below	11 – 15	Senior Manager	Yes	Botswana Government (Public)
6 - 10	5 and Below	Manager	Yes	Parastatal
6 - 10	5 and Below	Assistant Research Scientist	Yes	Botswana Government (Public)
21 - 25	16 – 20	Director	Yes	Botswana Government (Public)
5 and Below	5 and Below	Assistant Health officer	No	Botswana Government (Public)
5 and Below	5 and Below	Assistant Health officer	No	Botswana Government (Public)
11 - 15	5 and Below	Specialist	Yes	Botswana Government (Public)
5 and Below	5 and Below	Quality control scientist	No	Parastatal
5 and Below	11 – 15	Director	Yes	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	No	Parastatal
5 and Below	5 and Below	Supervisor	Yes	Parastatal
5 and Below	5 and Below	Supervisor	No	Parastatal
5 and Below	5 and Below	Supervisor	Yes	Parastatal
5 and Below	5 and Below	commercial officer	No	Parastatal
5 and Below	5 and Below	teaching assistant	Yes	Botswana Government (Public)
6 - 10	6 – 10	Director	Yes	Botswana Government (Public)
16 - 20	11 – 15	Director	Yes	Botswana Government (Public)
11 - 15	5 and Below	Officer	No	Parastatal
5 and Below	5 and Below	Supervisor	No	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	No	Parastatal
6 - 10	6 – 10	Supervisor	Yes	Parastatal
5 and Below	5 and Below	SHE OFFICER	Yes	Parastatal
16 - 20	6 – 10	Supervisor	No	Botswana Government (Public)
6 - 10	6 – 10	LIBRARY ASSISTANT	Yes	Parastatal
5 and Below	5 and Below	Manager	No	Parastatal

Table A13: Participant Work Information

Length of work in an organisation	Managerial Experience	Designation/Position	Availability for a future personal interview	Organisation type
5 and Below	6 – 10	Managing Director	No	Botswana Government (Public)
21 - 25	5 and Below	Director	No	Parastatal
5 and Below	11 – 15	Senior Manager	Yes	Parastatal
5 and Below	5 and Below	Supervisor	Yes	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	No	Botswana Government (Public)
5 and Below	5 and Below	Manager	Yes	Botswana Government (Public)
5 and Below	6 – 10	Senior Manager	No	Parastatal
6 - 10	5 and Below	Supervisor	No	Parastatal
5 and Below	6 – 10	Supervisor	No	Parastatal
6 - 10	11 – 15	Senior Manager	Yes	Parastatal
5 and Below	5 and Below	Accountant	Yes	Parastatal
11 - 15	6 – 10	Manager	Yes	Botswana Government (Public)
16 - 20	11 – 15	Director	Yes	Parastatal
16 - 20	11 – 15	Director	Yes	Parastatal
5 and Below	6 – 10	Manager	Yes	Botswana Government (Public)
6 - 10	5 and Below	Supervisor	No	Parastatal
5 and Below	5 and Below	Senior Manager	No	Botswana Government (Public)
5 and Below	5 and Below	Senior Manager	No	Botswana Government (Public)
5 and Below	6 – 10	Manager	No	Botswana Government (Public)
16 - 20	5 and Below	Risk Officer	Yes	Parastatal
5 and Below	6 – 10	Data cleck	Yes	Botswana Government (Public)
5 and Below	6 – 10	Senior Manager	Yes	Parastatal
5 and Below	5 and Below	Supervisor	Yes	Botswana Government (Public)
6 - 10	5 and Below	Supervisor	No	Parastatal
21 - 25	11 – 15	Senior Manager	Yes	Parastatal
6 - 10	5 and Below	Consultant	No	Parastatal
6 - 10	6 – 10	Supervisor	No	Parastatal

Table A13: Participant Work Information

Length of work in an organisation	Managerial Experience	Designation/Position	Availability for a future personal interview	Organisation type
6 - 10	5 and Below	Senior Manager	No	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	Yes	Parastatal
5 and Below	5 and Below	Assistant supervisor	No	Botswana Government (Public)
6 - 10	5 and Below	Coordinator	Yes	Parastatal
16 - 20	6 - 10	Director	Yes	Parastatal
6 - 10	5 and Below	Supervisor	Yes	Botswana Government (Public)
5 and Below	5 and Below	Assistant	Yes	Parastatal
11 - 15	5 and Below	Supervisor	Yes	Botswana Government (Public)
5 and Below	5 and Below	Intern	Yes	Botswana Government (Public)
5 and Below	5 and Below	Manager	No	Botswana Government (Public)
6 - 10	5 and Below	Manager	No	Botswana Government (Public)
31 and Above	21 - 25	Director	Yes	Parastatal
5 and Below	11 - 15	Manager	No	Botswana Government (Public)
5 and Below	5 and Below	intern	No	Botswana Government (Public)
5 and Below	5 and Below	Supervisor	Yes	Parastatal
11 - 15	11 - 15	Managing Director	No	Parastatal
5 and Below	5 and Below	Supervisor	No	Parastatal

Table A14: Organisational Level of SCMBP

The level of implementation of SCM best practices influence the organisational profits	The status of SCM practices in this organisation is highly visible	There is the implementation of SCM best practices in this organisation	SCM practices have a strategic effect on the organisation in achieving its objectives	Problems exist which affects the implementation of SCM best practices in an organisation
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	NO
YES	YES	YES	YES	YES
YES	YES	YES	YES	NO
YES	NO	NO	YES	YES

Table A14: Organisational Level of SCMBP

The level of implementation of SCM best practices influence the organisational profits	The status of SCM practices in this organisation is highly visible	There is the implementation of SCM best practices in this organisation	SCM practices have a strategic effect on the organisation in achieving its objectives	Problems exist which affects the implementation of SCM best practices in an organisation
YES	YES	YES	YES	YES
YES	YES	YES	YES	NO
YES	YES	YES	YES	NO
YES	YES	YES	YES	YES
NO	NO	NO	NO	NO
NO	NO	NO	YES	YES
YES	NO	NO	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	NO	YES
YES	NO	NO	YES	YES
YES	NO	NO	YES	YES
NO	NO	NO	NO	YES
YES	NO	NO	YES	YES
NO	NO	NO	YES	NO
YES	YES	YES	YES	YES
YES	NO	YES	YES	YES
YES	YES	YES	YES	NO
YES	YES	YES	YES	YES
NO	YES	YES	YES	NO
NO	NO	NO	NO	YES
NO	YES	NO	YES	YES
YES	YES	NO	YES	YES
YES	NO	NO	YES	YES
NO	NO	NO	NO	NO
YES	NO	NO	YES	YES
YES	YES	YES	YES	YES
YES	NO	NO	NO	NO
NO	YES	YES	YES	YES
YES	YES	YES	YES	YES
NO	NO	NO	NO	YES
NO	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	NO	NO	YES	NO
YES	YES	YES	YES	YES
NO	NO	YES	YES	YES
NO	YES	YES	YES	NO
YES	YES	YES	NO	YES
YES	YES	YES	YES	YES
YES	NO	NO	YES	YES
YES	YES	YES	YES	YES

Table A14: Organisational Level of SCMBP

The level of implementation of SCM best practices influence the organisational profits	The status of SCM practices in this organisation is highly visible	There is the implementation of SCM best practices in this organisation	SCM practices have a strategic effect on the organisation in achieving its objectives	Problems exist which affects the implementation of SCM best practices in an organisation
NO	NO	NO	NO	YES
YES	YES	YES	YES	NO
YES	YES	YES	YES	YES
NO	NO	NO	YES	YES
YES	YES	YES	YES	YES
NO	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	NO	NO	YES	NO
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	NO
NO	YES	YES	NO	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	NO
NO	NO	NO	NO	YES
YES	YES	NO	YES	YES
YES	YES	YES	YES	YES
YES	NO	YES	YES	YES
YES	YES	YES	YES	NO
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	NO
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	NO
YES	NO	NO	YES	YES
YES	NO	NO	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
NO	YES	YES	YES	NO
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
NO	YES	YES	YES	NO
NO	YES	YES	YES	NO
YES	YES	YES	YES	NO

Table A14: Organisational Level of SCMBP

The level of implementation of SCM best practices influence the organisational profits	The status of SCM practices in this organisation is highly visible	There is the implementation of SCM best practices in this organisation	SCM practices have a strategic effect on the organisation in achieving its objectives	Problems exist which affects the implementation of SCM best practices in an organisation
YES	YES	YES	YES	YES
YES	NO	NO	NO	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
NO	YES	NO	YES	YES
YES	YES	YES	YES	YES
NO	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	NO	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
NO	NO	NO	NO	NO
YES	NO	NO	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
NO	YES	NO	NO	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	NO
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	NO	NO	YES	YES
NO	NO	NO	YES	YES
NO	NO	NO	NO	YES
YES	NO	NO	YES	NO
NO	NO	NO	NO	YES
NO	YES	YES	NO	NO
YES	NO	NO	YES	YES
YES	YES	NO	NO	YES
YES	YES	YES	YES	YES
YES	NO	NO	YES	YES
NO	YES	YES	YES	YES
YES	NO	NO	YES	YES
YES	NO	NO	NO	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES

Table A14: Organisational Level of SCMBP

The level of implementation of SCM best practices influence the organisational profits	The status of SCM practices in this organisation is highly visible	There is the implementation of SCM best practices in this organisation	SCM practices have a strategic effect on the organisation in achieving its objectives	Problems exist which affects the implementation of SCM best practices in an organisation
YES	YES	YES	YES	YES
YES	NO	NO	YES	NO
NO	NO	NO	NO	NO
NO	NO	YES	YES	NO
YES	YES	YES	YES	YES
NO	NO	NO	YES	YES
YES	YES	YES	YES	YES
YES	NO	YES	YES	YES
YES	NO	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	NO	YES	YES
YES	YES	NO	YES	YES
NO	NO	NO	NO	NO
YES	YES	YES	YES	NO
YES	YES	YES	YES	NO
YES	YES	YES	YES	YES
YES	NO	YES	YES	NO
YES	NO	YES	YES	NO
YES	NO	NO	YES	YES
YES	YES	YES	YES	NO
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
NO	NO	YES	YES	YES
YES	YES	YES	YES	YES
YES	NO	NO	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	NO	YES	YES	YES
NO	YES	NO	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
NO	YES	YES	YES	YES
NO	NO	YES	YES	YES
YES	NO	NO	YES	YES
YES	NO	NO	YES	YES
NO	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES

Table A14: Organisational Level of SCMBP

The level of implementation of SCM best practices influence the organisational profits	The status of SCM practices in this organisation is highly visible	There is the implementation of SCM best practices in this organisation	SCM practices have a strategic effect on the organisation in achieving its objectives	Problems exist which affects the implementation of SCM best practices in an organisation
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	NO	YES	YES	NO
NO	NO	NO	YES	YES
YES	YES	YES	YES	YES
YES	NO	YES	YES	YES
YES	YES	YES	YES	YES
NO	NO	NO	NO	NO
YES	YES	YES	YES	NO
YES	YES	YES	YES	YES
NO	NO	NO	NO	YES
YES	NO	YES	YES	YES
NO	YES	NO	YES	YES
YES	YES	YES	YES	YES
YES	NO	NO	NO	NO
YES	YES	YES	YES	YES
NO	NO	NO	YES	YES
YES	YES	NO	NO	YES
NO	YES	YES	YES	YES
NO	NO	YES	YES	NO
NO	YES	YES	YES	YES
NO	NO	NO	YES	YES
YES	YES	YES	YES	YES
NO	NO	NO	YES	YES
YES	NO	NO	YES	YES
YES	YES	NO	YES	YES
YES	YES	NO	YES	YES
NO	NO	NO	YES	YES
YES	NO	YES	YES	YES
YES	NO	NO	YES	YES
YES	NO	NO	YES	YES
NO	YES	NO	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
NO	YES	YES	YES	YES
NO	YES	YES	YES	NO
YES	YES	YES	YES	YES
YES	NO	NO	YES	YES
YES	YES	YES	YES	YES

Table A14: Organisational Level of SCMBP

The level of implementation of SCM best practices influence the organisational profits	The status of SCM practices in this organisation is highly visible	There is the implementation of SCM best practices in this organisation	SCM practices have a strategic effect on the organisation in achieving its objectives	Problems exist which affects the implementation of SCM best practices in an organisation
YES	YES	YES	YES	YES
YES	YES	NO	YES	NO
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
YES	YES	YES	NO	YES
YES	NO	YES	YES	YES
NO	YES	YES	NO	NO
YES	YES	YES	YES	YES
YES	YES	YES	YES	YES
NO	YES	NO	YES	YES
NO	NO	NO	YES	YES
YES	YES	NO	YES	YES
NO	NO	YES	YES	YES
YES	NO	YES	YES	NO
NO	NO	NO	YES	YES
YES	YES	YES	YES	YES

Table A15: Strategic Supplier Relationship Practice

SSRP	SSRP1	SSRP2	SSRP3	SSRP4	SSRP5	SSRP6	SSRP7	SSRP8	SSRP9	SSRP10
7	6	6	6	6	6	6	6	4	4	7
6	3	6	6	6	6	5	2	6	3	6
6	5	5	6	7	6	4	4	4	7	6
3	6	5	4	6	6	5	4	5	2	3
6	6	7	7	7	7	6	5	6	6	6
3	6	4	4	5	4	4	4	3	1	3
2	5	6	5	7	7	3	3	7	1	2
6	4	4	4	4	4	4	4	6	4	6
6	5	6	6	7	6	6	4	4	2	6
3	6	6	6	6	6	6	6	4	3	3
5	5	5	7	7	7	4	4	7	5	2
4	4	4	4	4	4	4	4	4	4	6
6	6	6	6	6	1	6	6	6	6	1
1	1	1	1	1	1	1	1	1	1	1
6	6	6	6	6	4	6	6	6	6	4
5	5	5	5	5	2	5	5	5	5	2
1	1	1	1	1	3	1	1	1	1	3
6	1	6	6	6	5	6	6	6	6	5
2	1	2	2	2	4	2	2	2	2	4

Table A15: Strategic Supplier Relationship Practice

SSRP	SSRP1	SSRP2	SSRP3	SSRP4	SSRP5	SSRP6	SSRP7	SSRP8	SSRP9	SSRP10
5	4	5	5	5	6	5	5	5	5	6
3	2	3	3	3	1	3	3	3	3	1
4	3	4	4	4	6	4	4	4	4	6
6	5	6	6	6	5	6	6	6	6	5
2	4	2	2	2	1	2	2	2	2	1
2	6	2	2	2	6	2	2	2	2	6
2	1	2	2	2	2	2	2	2	2	2
3	6	3	3	3	5	3	3	3	3	5
4	5	4	4	4	3	4	4	4	4	3
2	1	5	4	7	4	2	2	4	2	4
1	6	4	6	2	6	1	1	1	6	6
6	2	6	2	6	2	6	6	6	6	2
5	5	6	7	1	2	4	4	7	1	2
1	3	4	3	3	2	3	3	3	1	2
2	4	5	5	5	3	2	5	5	2	3
6	6	5	6	7	4	7	7	6	5	4
6	2	6	6	6	2	5	6	6	6	2
5	2	4	5	4	6	4	5	5	5	5
6	2	6	6	7	6	7	5	3	4	3
7	3	3	7	7	1	7	7	7	7	4
2	4	2	3	2	1	3	2	2	1	6
6	2	6	5	5	2	5	4	6	7	2
7	6	6	5	7	5	7	7	7	6	2
3	6	5	4	6	6	4	3	3	6	2
5	1	3	2	6	5	3	3	4	6	3
5	1	6	6	6	4	5	6	6	7	4
2	2	6	2	6	7	2	2	2	4	2
3	5	6	7	7	1	6	5	5	3	3
7	6	6	6	7	7	5	5	4	6	7
2	5	4	2	6	6	3	4	6	2	2
7	4	5	4	6	6	5	4	4	7	7
4	7	3	4	5	2	2	2	2	2	4
6	1	2	2	6	6	6	6	6	6	6
3	7	6	7	6	4	4	1	4	1	3
6	6	7	5	7	7	7	6	7	4	6
6	5	2	2	6	6	2	2	6	6	6
1	7	7	7	7	7	1	1	2	4	1
2	6	5	3	7	5	4	5	4	6	2
6	6	5	3	7	4	3	5	6	6	6
3	4	4	6	6	5	4	3	3	4	3
3	4	4	6	6	5	4	3	3	4	3
3	6	6	6	7	6	6	5	5	4	3
7	6	6	6	7	7	7	7	7	7	7
1	7	6	5	7	6	6	6	6	6	1
5	1	2	2	7	6	7	6	7	6	5
4	5	5	6	7	6	4	3	3	3	4

Table A15: Strategic Supplier Relationship Practice

SSRP	SSRP1	SSRP2	SSRP3	SSRP4	SSRP5	SSRP6	SSRP7	SSRP8	SSRP9	SSRP10
7	7	6	5	7	6	6	5	3	7	7
6	4	4	3	3	6	6	4	3	6	6
4	5	6	6	6	6	5	5	5	4	4
5	4	6	6	7	4	6	4	4	2	5
1	2	3	2	2	1	2	2	2	2	1
4	5	4	5	7	5	6	6	6	6	4
2	6	6	5	7	7	5	2	3	4	2
5	2	2	2	7	6	5	6	6	2	5
6	2	2	2	7	7	4	4	2	6	6
6	5	6	5	7	5	6	5	6	5	2
4	3	3	3	2	4	4	5	5	3	6
5	5	3	6	7	7	7	7	7	2	1
4	2	2	6	4	5	4	3	5	2	1
3	3	3	3	3	3	3	3	3	3	4
3	3	3	3	3	3	3	3	3	3	2
4	4	4	4	4	4	4	4	4	4	3
6	6	6	6	6	6	6	6	6	6	5
5	5	5	5	5	5	5	5	5	5	4
6	6	6	6	6	6	6	6	6	6	6
3	3	3	3	3	3	3	3	3	3	1
2	2	2	2	2	2	2	2	2	2	6
4	4	4	4	4	4	4	4	4	4	5
5	5	5	5	5	5	5	5	5	5	1
6	6	6	6	6	6	6	6	6	6	6
2	2	2	2	2	2	2	2	2	2	2
6	6	6	6	6	6	6	6	6	6	5
2	2	2	2	2	2	2	2	2	2	3
4	4	4	4	4	4	4	4	4	4	4
6	6	6	6	6	6	6	6	6	6	6
6	6	6	6	6	6	6	6	6	6	2
4	4	4	4	4	4	4	4	4	4	2
5	5	5	5	5	5	5	5	5	5	2
5	5	5	5	5	5	5	5	5	5	3
6	6	6	6	6	6	6	6	6	6	4
7	7	7	7	7	7	7	7	7	7	2
2	2	2	2	2	2	2	2	2	2	2
5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6	6
4	4	4	4	4	4	4	4	4	4	4
6	6	6	6	6	6	6	6	6	6	6
6	6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7	7
3	2	6	6	6	5	4	4	4	3	3
6	6	7	7	7	6	5	5	7	5	6

Table A15: Strategic Supplier Relationship Practice

SSRP	SSRP1	SSRP2	SSRP3	SSRP4	SSRP5	SSRP6	SSRP7	SSRP8	SSRP9	SSRP10
7	3	4	5	4	7	6	6	6	7	7
6	5	4	5	6	6	6	5	5	5	6
2	2	2	2	2	2	2	2	2	2	2
6	6	5	5	6	6	5	6	4	6	6
2	4	3	2	7	4	2	1	1	2	2
3	6	7	7	5	4	4	4	4	4	3
5	5	5	5	3	5	3	1	3	6	5
7	7	7	6	7	5	2	2	4	6	7
7	7	7	7	7	3	3	2	3	2	7
6	6	6	6	6	1	1	1	1	1	6
1	1	1	1	1	7	3	1	3	7	1
3	3	3	3	3	6	5	5	5	2	3
1	1	1	1	1	5	4	2	2	1	1
1	1	1	1	1	3	3	3	4	2	1
7	7	7	7	7	7	7	7	7	7	7
5	5	5	5	5	6	4	3	5	4	5
5	5	5	5	5	7	4	6	5	5	5
6	6	6	6	6	6	5	6	5	5	6
6	6	6	6	6	6	6	6	6	6	6
1	1	1	1	1	3	1	1	3	1	1
2	2	2	2	2	4	2	2	5	6	2
6	6	6	6	6	4	4	2	5	3	6
2	2	2	2	2	7	6	3	4	2	2
2	2	2	2	2	2	3	2	1	3	2
1	1	1	1	1	4	1	1	1	1	1
4	4	4	4	4	4	4	4	7	7	4
6	6	6	6	6	6	6	6	6	6	6
4	2	3	2	4	5	5	2	4	3	4
4	5	5	4	7	6	4	4	4	6	4
4	5	5	4	7	6	4	4	4	6	4
6	5	6	6	7	7	6	6	5	7	6
6	5	7	7	7	7	7	6	7	4	6
2	6	4	3	5	3	2	3	4	1	2
7	6	7	7	7	7	6	5	6	7	7
3	7	3	3	4	4	1	1	1	6	3
5	4	6	5	6	6	6	5	3	7	5
3	5	3	3	7	6	5	2	3	3	3
6	4	4	5	6	6	6	6	4	6	6
5	5	5	6	6	7	6	6	6	5	5
7	6	6	5	6	6	5	5	4	4	7
2	5	5	4	5	6	3	4	4	2	2
4	5	6	5	6	6	7	5	6	6	4
7	6	6	5	7	5	4	4	6	2	7
2	2	1	1	1	3	1	2	3	2	2
6	7	6	5	6	6	6	6	6	7	6
6	6	6	7	7	7	7	6	7	6	6

Table A15: Strategic Supplier Relationship Practice

SSRP	SSRP1	SSRP2	SSRP3	SSRP4	SSRP5	SSRP6	SSRP7	SSRP8	SSRP9	SSRP10
5	3	5	5	6	3	3	3	3	3	5
6	2	2	3	5	7	6	6	7	6	6
2	2	1	6	2	6	3	1	5	1	2
4	1	1	2	7	6	4	3	2	3	4
5	5	5	5	5	5	5	5	5	5	5
4	4	4	4	4	4	4	4	4	4	4
1	1	1	1	1	1	1	1	1	1	1
5	5	5	5	5	5	5	5	5	5	5
7	7	7	7	7	7	7	7	7	7	7
3	3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4	4
3	3	3	3	3	3	3	3	3	3	3
6	6	6	6	6	6	6	6	6	6	6
5	5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6	6
5	5	5	5	5	5	5	5	5	5	5
7	7	7	7	7	7	7	7	7	7	7
6	6	6	6	6	6	6	6	6	6	6
5	5	5	5	5	5	5	5	5	5	5
4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5
4	4	4	4	4	4	4	4	4	4	4
6	6	6	7	7	7	6	6	5	6	6
4	5	5	5	7	6	3	2	5	5	4
2	2	2	6	2	5	2	2	6	6	2
6	6	6	6	6	7	7	6	6	6	6
3	6	3	6	6	6	2	2	5	1	3
5	4	6	5	3	6	5	6	6	6	5
7	6	4	5	7	6	4	4	4	1	7
7	3	5	7	7	6	7	7	5	7	7
6	7	6	2	7	6	3	5	5	6	6
4	5	4	3	5	4	4	5	4	4	4
2	2	2	2	2	5	4	6	5	2	2
5	5	5	5	5	5	4	2	6	6	5
4	4	4	4	4	5	4	4	4	4	4
4	4	4	4	4	5	4	4	4	4	4
3	3	3	3	3	6	5	5	5	2	3
1	1	1	1	1	4	2	1	1	1	1
1	1	1	1	1	4	2	1	2	4	1
5	5	5	5	5	5	6	4	4	5	5
5	5	5	5	5	5	6	4	4	5	5
2	2	2	2	2	2	2	2	2	4	2
2	2	2	2	2	7	5	5	5	7	2
1	1	1	1	1	4	4	1	1	1	1
1	1	1	1	1	4	4	1	1	1	1

Table A15: Strategic Supplier Relationship Practice

SSRP	SSRP1	SSRP2	SSRP3	SSRP4	SSRP5	SSRP6	SSRP7	SSRP8	SSRP9	SSRP10
1	1	1	1	1	7	1	1	1	4	1
7	7	7	7	7	7	4	2	7	3	7
6	6	6	6	6	6	6	6	6	6	6
6	6	6	6	6	6	5	5	4	6	6
6	6	6	6	6	6	6	6	5	4	6
5	6	7	7	7	6	7	6	3	7	5
2	5	6	2	5	6	6	6	1	2	2
7	5	5	2	5	6	6	6	6	7	7
5	5	2	2	5	6	5	6	6	2	5
6	2	1	5	6	6	6	7	3	3	6
6	2	2	5	2	4	6	5	2	2	6
7	5	6	3	6	6	5	6	6	7	7
6	6	6	6	6	6	6	6	6	6	6
6	6	6	7	7	6	7	5	2	5	6
6	1	4	6	4	6	6	6	6	2	6
4	7	7	7	7	7	5	3	3	7	4
6	6	6	6	5	5	5	4	2	6	6
5	6	5	5	2	5	4	5	3	2	5
3	3	3	3	3	3	3	3	3	3	3
4	2	2	6	7	7	4	4	4	2	4
1	6	2	1	7	4	1	1	1	2	1
4	5	2	1	5	1	2	1	4	1	4
3	3	3	1	3	6	3	3	3	3	3
6	5	5	5	6	5	5	5	6	6	6
4	6	6	3	6	6	4	4	4	6	4
3	5	3	2	5	5	4	4	4	2	3

Table A16: Customer Relationship Management Practice

CRMP	CRMP1	CRMP2	CRMP3	CRMP4	CRMP5	CRMP6	CRMP7	CRMP8
6	7	7	7	6	6	5	6	4
6	6	7	7	6	6	6	6	6
5	5	4	2	6	5	6	5	6
3	7	5	2	2	3	3	2	3
6	6	6	6	6	6	6	6	6
3	4	4	1	1	3	4	1	4
6	6	7	6	6	5	6	5	7
5	4	4	4	4	5	5	5	5
5	6	6	4	6	4	4	6	7
5	5	6	3	6	6	6	3	6
6	6	5	5	7	6	5	4	6
5	5	5	5	5	5	5	6	5
6	6	6	6	6	6	6	6	6
6	6	6	6	6	6	6	6	6
6	6	5	6	6	5	5	5	6

Table A16: Customer Relationship Management Practice

CRMP	CRMP1	CRMP2	CRMP3	CRMP4	CRMP5	CRMP6	CRMP7	CRMP8
5	3	5	4	6	6	6	6	7
2	1	2	3	2	3	2	1	3
4	2	2	2	6	3	5	5	6
3	3	3	2	3	3	2	2	2
4	5	3	5	5	3	3	2	5
6	6	6	5	6	6	4	7	7
5	5	5	5	6	5	5	5	7
5	4	5	1	6	6	5	4	6
5	6	6	2	6	4	5	2	7
6	6	7	6	7	5	5	6	7
3	2	2	2	2	6	5	2	3
4	5	4	4	4	5	4	4	4
4	3	3	5	3	3	3	4	4
7	7	6	6	7	7	7	7	7
3	1	1	5	6	5	2	1	2
2	1	1	1	6	1	1	1	1
6	6	4	5	7	6	6	4	7
3	3	1	1	3	5	3	3	2
5	6	6	5	5	5	5	5	2
7	7	6	6	7	6	6	7	7
5	6	6	5	6	5	5	5	5
5	5	5	4	6	5	5	5	5
7	7	7	6	7	7	6	7	7
7	7	7	7	7	7	7	7	7
4	6	3	2	3	6	3	6	6
6	7	6	7	7	6	6	6	6
5	6	7	5	5	4	4	4	4
5	7	3	2	5	6	5	5	7
4	4	3	3	5	5	4	5	5
5	6	6	2	7	6	5	2	7
3	2	5	2	6	3	4	3	2
6	5	5	6	6	6	6	4	7
5	4	4	4	7	6	5	5	7
5	7	4	3	6	4	5	3	6
6	6	5	4	7	6	6	7	7
3	3	3	3	3	3	3	3	4
6	7	6	6	7	6	6	6	6
4	7	6	2	4	4	3	2	3
6	6	7	6	6	6	6	6	6
5	6	6	2	6	6	3	3	6
4	3	5	1	7	5	4	3	3
4	5	6	4	2	2	3	3	6
6	6	5	7	7	4	4	4	7
6	7	7	5	5	4	4	6	7
6	7	7	5	5	4	4	6	7
6	6	6	6	6	6	6	6	6

Table A16: Customer Relationship Management Practice

CRMP	CRMP1	CRMP2	CRMP3	CRMP4	CRMP5	CRMP6	CRMP7	CRMP8
7	7	7	7	7	7	7	7	7
4	1	2	3	6	5	5	4	5
5	6	5	5	6	6	4	4	7
5	6	6	6	5	5	5	4	6
4	5	3	7	1	7	1	1	7
7	7	7	7	6	7	6	6	6
6	6	6	5	6	7	6	5	6
5	6	2	2	5	5	5	5	7
2	2	2	2	1	2	2	2	1
5	5	4	6	4	6	6	5	6
5	5	4	5	5	6	4	2	5
4	5	6	3	3	2	3	2	7
4	5	5	6	5	4	4	3	3
6	7	6	5	6	5	5	6	7
6	6	6	6	6	5	5	5	6
3	6	6	1	1	1	1	3	7
6	6	6	6	6	5	6	5	7
6	6	6	4	7	5	5	6	7
6	6	6	4	7	5	5	6	7
5	3	4	4	7	4	4	5	7
5	5	4	5	5	6	6	5	7
5	7	7	5	3	4	4	5	5
6	6	6	6	5	5	5	5	6
6	7	7	7	6	7	7	3	7
6	6	6	6	5	6	6	6	6
4	6	4	6	4	3	3	3	5
5	4	4	1	7	6	4	5	7
6	6	6	6	7	7	6	7	6
2	1	2	3	2	2	2	1	3
6	6	6	6	6	6	6	6	6
6	6	5	5	6	6	5	4	7
4	2	4	3	4	4	5	4	5
6	6	3	6	6	6	5	6	6
6	5	5	4	7	7	7	5	7
6	6	3	4	6	6	6	7	7
4	5	5	5	4	4	4	4	4
6	7	5	7	6	6	6	6	7
5	4	2	5	6	2	6	5	6
7	7	7	7	7	7	7	7	7
3	3	3	1	3	1	3	3	3
6	5	4	5	6	6	6	6	6
6	6	6	5	6	6	6	6	6
5	5	4	4	7	5	5	4	6
5	6	6	6	2	6	1	5	7
6	4	5	6	7	5	7	4	7
6	6	6	5	6	5	6	6	6

Table A16: Customer Relationship Management Practice

CRMP	CRMP1	CRMP2	CRMP3	CRMP4	CRMP5	CRMP6	CRMP7	CRMP8
6	6	6	6	7	6	6	6	6
6	6	6	6	7	6	6	5	6
5	6	6	3	3	6	6	6	6
6	6	7	7	5	7	5	7	7
7	7	6	7	6	6	6	7	7
3	2	3	3	4	3	3	3	4
3	3	3	3	3	2	3	3	5
4	6	6	2	3	5	5	1	6
3	2	2	2	6	2	2	4	1
2	1	1	3	3	3	3	2	3
5	5	6	4	5	6	5	3	6
6	6	6	5	7	7	6	6	7
4	4	3	3	6	3	4	2	6
5	6	3	2	5	6	6	4	6
5	2	6	5	7	5	4	6	7
6	6	6	6	6	6	6	5	6
3	4	5	2	2	1	1	1	7
3	1	1	2	4	5	2	1	6
7	6	7	6	6	7	7	7	7
6	6	6	5	7	5	4	5	7
5	6	5	5	5	5	5	5	6
6	6	5	5	6	6	6	6	7
6	6	5	5	7	6	6	5	7
4	6	4	5	4	2	5	3	2
4	2	2	2	2	6	6	2	6
6	6	7	2	7	6	6	5	7
5	3	3	4	6	4	6	6	6
4	4	4	2	4	4	4	4	4
6	7	7	7	6	6	6	4	7
5	6	6	5	4	4	6	4	6
6	6	6	6	6	6	6	6	6
5	3	3	6	5	5	5	5	7
5	4	4	4	4	5	4	4	7
5	4	4	4	4	5	4	4	7
6	6	6	5	6	4	6	5	7
7	7	7	6	7	6	6	7	7
4	5	3	2	4	4	7	4	4
7	7	7	6	7	7	6	5	7
3	2	2	2	2	4	4	2	2
6	6	6	5	6	7	7	7	7
5	4	4	3	7	5	4	4	7
6	6	6	6	6	6	4	6	6
6	5	6	5	5	5	6	6	6
6	7	7	6	6	6	6	6	7
4	4	4	5	4	4	4	4	5
5	5	4	4	4	4	4	5	6

Table A16: Customer Relationship Management Practice

CRMP	CRMP1	CRMP2	CRMP3	CRMP4	CRMP5	CRMP6	CRMP7	CRMP8
5	6	2	2	7	6	5	5	7
4	7	2	2	2	6	5	4	2
5	3	4	5	6	6	6	6	7
7	5	6	6	7	7	7	7	7
5	5	5	6	6	6	5	3	6
2	2	2	2	2	5	2	2	2
3	7	6	2	2	1	2	3	3
4	5	3	2	7	4	5	2	3
6	6	6	6	6	6	6	6	6
5	5	5	4	6	4	5	5	7
5	6	6	4	6	5	4	5	4
2	2	2	5	3	1	2	2	2
3	2	2	2	6	3	3	1	7
5	2	2	6	6	6	6	6	7
6	5	5	6	7	6	6	6	7
7	7	7	7	7	7	7	7	7
6	6	5	5	5	5	5	6	7
6	6	6	4	6	5	5	6	6
7	7	7	6	7	7	7	7	7
6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7
5	5	5	4	3	5	5	5	5
5	7	7	3	7	1	4	1	7
5	5	6	3	5	5	5	3	5
4	3	2	3	6	4	3	5	7
4	3	4	5	5	5	5	4	4
4	4	4	4	4	4	4	4	4
6	7	7	6	6	6	6	6	6
6	6	6	4	6	7	6	5	5
5	6	6	2	6	6	6	5	5
6	5	6	6	5	6	6	6	7
6	6	6	6	6	6	4	5	7
6	6	6	6	6	6	6	5	6
5	6	6	6	5	2	4	2	7
7	6	6	7	7	7	6	7	7
5	4	3	5	7	4	6	4	6
4	5	4	3	4	4	4	4	6
6	5	5	5	6	6	6	6	6
5	6	6	3	6	3	3	6	7
5	6	6	3	6	5	6	4	6
5	6	6	3	6	5	6	4	6
4	5	2	5	2	5	5	3	5
2	2	5	1	1	1	1	2	1
3	3	3	4	3	4	3	2	3
5	5	4	5	5	6	5	5	6
5	5	4	5	5	6	5	5	6

Table A16: Customer Relationship Management Practice

CRMP	CRMP1	CRMP2	CRMP3	CRMP4	CRMP5	CRMP6	CRMP7	CRMP8
4	4	3	4	4	4	4	4	4
5	6	7	6	6	4	3	3	7
5	6	6	6	3	4	6	4	6
5	6	6	6	3	4	6	4	6
4	5	3	1	7	1	5	1	7
3	1	1	4	4	1	5	5	5
5	5	5	4	5	5	5	4	5
6	6	6	6	6	6	5	6	7
6	6	6	6	6	5	6	6	6
5	2	2	6	6	6	6	6	7
4	2	5	2	6	6	6	2	2
6	6	6	6	6	5	6	5	7
5	6	5	2	2	6	6	6	6
4	5	4	4	5	1	4	4	7
6	6	6	6	4	6	6	6	6
7	7	7	6	7	6	7	6	7
6	6	6	6	6	6	6	6	6
7	7	7	6	6	7	7	6	7
6	7	7	7	6	6	6	2	4
4	1	3	2	3	5	6	2	6
4	7	6	2	6	2	2	2	6
5	4	4	4	5	5	5	5	5
3	3	3	3	3	3	3	3	3
4	6	4	2	2	6	2	2	6
3	1	2	3	4	3	3	2	3
3	2	2	3	2	3	4	3	2
5	5	2	2	6	6	6	6	6
4	3	3	4	4	4	4	5	5
4	2	2	2	6	6	5	4	6
4	3	5	2	2	5	4	5	4

Table A17: Information Sharing Practice

ISP	ISP1	ISP2	ISP3	ISP4	ISP5	ISP6	ISP7
6	5	5	6	5	6	6	6
5	6	5	3	5	6	6	6
4	6	6	5	3	3	3	3
5	5	5	3	5	5	5	4
6	6	6	6	6	6	6	6
3	2	2	4	4	4	4	4
6	5	6	6	5	6	6	6
5	4	5	5	5	5	5	4
6	6	6	6	6	5	5	6
6	5	6	6	6	6	6	6
4	3	4	4	5	4	5	5

Table A17: Information Sharing Practice

ISP	ISP1	ISP2	ISP3	ISP4	ISP5	ISP6	ISP7
5	2	6	5	6	6	6	6
6	6	6	6	6	6	6	6
5	2	6	6	6	2	6	6
4	4	6	4	4	4	4	5
4	3	2	4	5	5	4	3
3	3	1	3	3	2	3	3
3	4	2	4	2	3	3	4
2	2	2	2	2	2	2	2
3	5	3	2	3	2	3	3
3	6	5	1	2	2	3	3
4	4	4	4	4	4	4	4
4	2	6	4	5	4	4	5
4	6	5	3	3	3	3	4
5	7	7	4	4	4	4	4
6	4	4	4	7	7	7	6
5	6	4	4	5	5	5	6
4	2	3	4	4	5	4	4
4	7	5	4	5	4	2	3
2	1	2	5	1	1	1	1
3	6	1	6	1	1	1	6
5	5	6	6	5	5	5	5
2	3	3	4	1	1	1	1
3	2	5	5	2	5	2	2
6	6	6	5	5	6	6	6
5	2	6	6	6	6	6	6
4	4	6	4	4	4	5	4
5	7	6	4	4	4	4	4
7	7	7	7	7	7	7	7
3	2	2	2	2	5	4	3
5	6	6	4	4	4	5	5
5	5	5	5	5	5	5	7
3	3	5	6	3	3	2	2
4	5	4	3	4	5	5	5
5	6	5	2	3	4	5	5
3	4	2	4	2	2	2	4
5	6	6	5	5	5	5	5
5	4	5	5	5	5	4	4
4	4	6	4	4	4	4	5
6	7	7	5	5	6	6	7
4	4	2	6	4	4	4	3
6	5	6	6	6	6	6	6
4	7	6	2	4	4	3	2
6	6	7	6	6	6	6	6
5	6	6	2	6	6	3	3
4	3	5	1	7	5	4	3

Table A17: Information Sharing Practice

ISP	ISP1	ISP2	ISP3	ISP4	ISP5	ISP6	ISP7
4	5	6	4	2	2	3	3
6	6	5	7	7	4	4	4
6	7	7	5	5	4	4	6
6	7	7	5	5	4	4	6
6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7
4	1	2	3	6	5	5	4
5	6	5	5	6	6	4	4
5	6	6	6	5	5	5	4
4	5	3	7	1	7	1	1
7	7	7	7	6	7	6	6
6	6	6	5	6	7	6	5
5	6	2	2	5	5	5	5
2	2	2	2	1	2	2	2
5	5	4	6	4	6	6	5
5	5	4	5	5	6	4	2
4	5	6	3	3	2	3	2
4	5	5	6	5	4	4	3
6	7	6	5	6	5	5	6
6	6	6	6	6	5	5	5
3	6	6	1	1	1	1	3
6	6	6	6	6	5	6	5
6	6	6	4	7	5	5	6
6	6	6	4	7	5	5	6
5	3	4	4	7	4	4	5
5	5	4	5	5	6	6	5
5	7	7	5	3	4	4	5
6	6	6	6	5	5	5	5
6	7	7	7	6	7	7	3
6	6	6	6	5	6	6	6
4	6	4	6	4	3	3	3
5	4	4	1	7	6	4	5
6	6	6	6	7	7	6	7
2	1	2	3	2	2	2	1
6	6	6	6	6	6	6	6
6	6	5	5	6	6	5	4
4	2	4	3	4	4	5	4
6	6	3	6	6	6	5	6
6	5	5	4	7	7	7	5
6	6	3	4	6	6	6	7
4	5	5	5	4	4	4	4
6	7	5	7	6	6	6	6
5	4	2	5	6	2	6	5
7	7	7	7	7	7	7	7
3	3	3	1	3	1	3	3

Table A17: Information Sharing Practice

ISP	ISP1	ISP2	ISP3	ISP4	ISP5	ISP6	ISP7
6	5	4	5	6	6	6	6
6	6	6	5	6	6	6	6
5	5	4	4	7	5	5	4
5	6	6	6	2	6	1	5
6	4	5	6	7	5	7	4
6	6	6	5	6	5	6	6
6	6	6	6	7	6	6	6
6	6	6	6	7	6	6	5
5	6	6	3	3	6	6	6
6	6	7	7	5	7	5	7
7	7	6	7	6	6	6	7
3	2	3	3	4	3	3	3
3	3	3	3	3	2	3	3
4	6	6	2	3	5	5	1
3	2	2	2	6	2	2	4
2	1	1	3	3	3	3	2
5	5	6	4	5	6	5	3
6	6	6	5	7	7	6	6
4	4	3	3	6	3	4	2
5	6	3	2	5	6	6	4
5	2	6	5	7	5	4	6
6	6	6	6	6	6	6	5
3	4	5	2	2	1	1	1
3	1	1	2	4	5	2	1
7	6	7	6	6	7	7	7
6	6	6	5	7	5	4	5
5	6	5	5	5	5	5	5
6	6	5	5	6	6	6	6
6	6	5	5	7	6	6	5
4	6	4	5	4	2	5	3
4	2	2	2	2	6	6	2
6	6	7	2	7	6	6	5
5	3	3	4	6	4	6	6
4	4	4	2	4	4	4	4
6	7	7	7	6	6	6	4
5	6	6	5	4	4	6	4
6	6	6	6	6	6	6	6
5	3	3	6	5	5	5	5
5	4	4	4	4	5	4	4
5	4	4	4	4	5	4	4
6	6	6	5	6	4	6	5
7	7	7	6	7	6	6	7
4	5	3	2	4	4	7	4
7	7	7	6	7	7	6	5
3	2	2	2	2	4	4	2

Table A17: Information Sharing Practice

ISP	ISP1	ISP2	ISP3	ISP4	ISP5	ISP6	ISP7
6	6	6	5	6	7	7	7
5	4	4	3	7	5	4	4
6	6	6	6	6	6	4	6
6	5	6	5	5	5	6	6
6	7	7	6	6	6	6	6
4	4	4	5	4	4	4	4
5	5	4	4	4	4	4	5
5	6	2	2	7	6	5	5
4	7	2	2	2	6	5	4
5	3	4	5	6	6	6	6
7	5	6	6	7	7	7	7
5	5	5	6	6	6	5	3
2	2	2	2	2	5	2	2
3	7	6	2	2	1	2	3
4	5	3	2	7	4	5	2
6	6	6	6	6	6	6	6
5	5	5	4	6	4	5	5
5	6	6	4	6	5	4	5
2	2	2	5	3	1	2	2
3	2	2	2	6	3	3	1
5	2	2	6	6	6	6	6
6	5	5	6	7	6	6	6
7	7	7	7	7	7	7	7
6	6	5	5	5	5	5	6
6	6	6	4	6	5	5	6
7	7	7	6	7	7	7	7
6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7
5	5	5	4	3	5	5	5
5	7	7	3	7	1	4	1
5	5	6	3	5	5	5	3
4	3	2	3	6	4	3	5
4	3	4	5	5	5	5	4
4	4	4	4	4	4	4	4
6	7	7	6	6	6	6	6
6	6	6	4	6	7	6	5
5	6	6	2	6	6	6	5
6	5	6	6	5	6	6	6
6	6	6	6	6	6	4	5
6	6	6	6	6	6	6	5
5	6	6	6	5	2	4	2
7	6	6	7	7	7	6	7
5	4	3	5	7	4	6	4
4	5	4	3	4	4	4	4
6	5	5	5	6	6	6	6

Table A17: Information Sharing Practice

ISP	ISP1	ISP2	ISP3	ISP4	ISP5	ISP6	ISP7
5	6	6	3	6	3	3	6
5	6	6	3	6	5	6	4
5	6	6	3	6	5	6	4
4	5	2	5	2	5	5	3
2	2	5	1	1	1	1	2
3	3	3	4	3	4	3	2
5	5	4	5	5	6	5	5
5	5	4	5	5	6	5	5
4	4	3	4	4	4	4	4
5	6	7	6	6	4	3	3
5	6	6	6	3	4	6	4
5	6	6	6	3	4	6	4
4	5	3	1	7	1	5	1
3	1	1	4	4	1	5	5
5	5	5	4	5	5	5	4
6	6	6	6	6	6	5	6
6	6	6	6	6	5	6	6
5	2	2	6	6	6	6	6
4	2	5	2	6	6	6	2
6	6	6	6	6	5	6	5
5	6	5	2	2	6	6	6
4	5	4	4	5	1	4	4
6	6	6	6	4	6	6	6
7	7	7	6	7	6	7	6
6	6	6	6	6	6	6	6
7	7	7	6	6	7	7	6
6	7	7	7	6	6	6	2
4	1	3	2	3	5	6	2
4	7	6	2	6	2	2	2
5	4	4	4	5	5	5	5
3	3	3	3	3	3	3	3
4	6	4	2	2	6	2	2
3	1	2	3	4	3	3	2
3	2	2	3	2	3	4	3
5	5	2	2	6	6	6	6
4	3	3	4	4	4	4	5
4	2	2	2	6	6	5	4
4	3	5	2	2	5	4	5

Table A18: Information Quality Practices

IQP	IQP1	IQP2	IQP3	IQP4	IQP5
6	5	6	7	5	6
5	5	5	5	5	5
4	4	4	4	4	4

Table A18: Information Quality Practices

IQP	IQP1	IQP2	IQP3	IQP4	IQP5
5	5	4	4	5	5
6	6	6	6	6	6
3	2	2	4	4	4
5	6	5	5	6	5
4	4	4	4	4	4
5	5	5	5	5	5
5	5	5	5	5	5
5	4	5	4	5	6
6	6	6	6	6	6
6	7	6	6	5	6
6	6	6	4	6	6
4	4	4	4	4	6
4	4	3	5	4	3
3	3	2	2	3	3
3	4	3	2	2	2
2	2	2	2	2	2
2	2	2	2	2	2
3	3	5	2	1	2
4	5	5	4	4	4
5	4	6	4	6	3
6	6	6	5	5	6
4	4	3	4	3	4
6	6	6	6	6	6
5	5	5	5	5	6
4	4	4	4	4	3
2	2	2	2	2	2
2	1	3	1	2	3
2	2	2	2	2	2
5	5	5	5	4	5
3	4	2	2	4	4
4	4	2	2	6	5
4	4	4	4	4	4
5	5	5	5	5	5
5	4	5	5	5	4
6	6	6	6	6	6
6	6	7	6	6	6
4	3	6	3	3	3
5	3	5	6	6	5
7	6	6	7	7	7
5	3	6	6	5	6
4	4	4	4	4	4
3	3	3	3	3	5
4	4	3	3	4	4
6	6	6	6	6	6
4	4	5	5	4	4
4	3	5	4	4	5

Table A18: Information Quality Practices

IQP	IQP1	IQP2	IQP3	IQP4	IQP5
6	6	6	6	6	6
4	4	4	4	4	4
6	6	6	5	6	6
6	6	6	5	6	6
6	6	6	6	6	6
4	2	3	5	3	6
5	5	5	5	5	5
3	2	3	5	2	2
6	6	6	6	6	4
4	3	4	4	5	4
4	3	4	4	5	4
6	6	6	6	6	6
7	7	7	7	7	7
2	1	2	1	2	5
5	5	5	5	6	6
4	4	4	4	4	5
4	5	5	1	1	7
6	6	6	6	6	7
4	4	5	3	3	7
4	4	4	4	4	5
2	2	2	1	1	2
6	6	6	6	6	6
4	5	5	4	2	6
3	4	4	4	2	2
4	4	4	4	4	4
6	5	6	6	6	5
5	5	5	5	5	5
5	5	5	7	7	1
4	3	4	5	3	5
5	4	5	4	5	5
5	4	5	4	5	5
4	5	5	4	3	4
5	5	4	6	5	6
4	7	3	3	3	4
6	7	6	6	6	5
6	6	5	6	6	7
6	6	6	6	6	6
4	4	4	4	3	3
6	6	6	6	5	6
6	6	6	6	6	7
2	2	2	1	1	2
6	6	6	6	6	6
4	3	3	3	3	6
4	3	3	3	3	6
5	5	5	5	5	6
5	4	4	4	4	7

Table A18: Information Quality Practices

IQP	IQP1	IQP2	IQP3	IQP4	IQP5
5	4	5	4	5	6
5	5	5	5	6	4
6	6	6	6	6	6
5	4	5	6	6	2
6	6	6	6	6	7
1	2	2	1	1	1
5	5	5	5	5	6
5	5	5	5	5	6
4	5	4	4	4	5
5	6	5	4	5	6
5	6	5	4	5	5
6	6	5	6	6	5
6	6	5	6	5	6
5	5	4	4	4	6
5	5	6	4	4	6
7	7	7	7	6	7
5	6	6	3	4	6
3	2	2	3	3	3
3	3	3	3	3	2
5	5	5	5	4	5
3	2	3	3	3	2
4	4	4	4	4	3
4	3	6	3	3	6
3	2	2	3	3	7
3	3	3	4	3	3
3	2	3	3	3	6
6	6	6	6	6	5
4	2	3	4	4	6
3	3	5	3	5	1
4	2	4	3	4	5
7	7	7	7	7	7
4	5	4	4	3	5
6	7	7	6	6	5
6	6	6	6	6	6
5	5	5	4	4	6
3	4	4	4	3	2
3	2	2	2	2	6
5	5	4	4	5	6
5	5	5	4	5	4
4	4	4	4	4	4
5	5	5	5	5	6
4	4	4	4	4	4
4	4	4	4	4	6
5	5	5	5	4	5
4	4	4	4	4	5
4	4	4	4	4	5

Table A18: Information Quality Practices

IQP	IQP1	IQP2	IQP3	IQP4	IQP5
5	6	5	4	5	4
6	6	6	6	6	6
2	2	2	2	2	4
6	5	7	6	6	7
4	4	4	4	4	4
6	6	6	6	6	7
4	5	4	4	4	5
6	4	6	6	6	6
6	6	6	5	6	5
5	5	5	5	5	6
4	5	4	4	4	4
3	3	4	3	3	4
4	2	5	4	4	6
3	2	3	2	2	6
6	6	6	6	6	6
7	7	7	7	7	7
4	2	5	3	3	6
5	4	2	6	6	5
5	6	6	6	7	1
5	5	5	5	5	4
6	6	6	6	6	6
5	4	5	5	5	4
4	3	4	5	2	5
4	2	5	5	5	1
4	4	4	4	4	3
4	3	3	3	3	6
6	7	6	6	7	6
7	7	7	7	7	7
5	6	5	5	5	5
5	6	5	5	6	5
7	7	7	7	7	7
6	6	6	6	6	6
7	6	6	7	7	7
4	5	4	2	4	5
2	1	3	3	4	1
3	3	3	3	3	5
3	2	3	2	3	4
3	3	3	3	3	5
4	4	4	4	4	4
6	7	6	6	6	6
6	5	5	6	6	7
4	4	4	3	3	6
6	6	5	6	5	6
4	4	4	4	4	6
6	5	6	5	6	6
2	3	3	2	2	2

Table A18: Information Quality Practices

IQP	IQP1	IQP2	IQP3	IQP4	IQP5
6	5	5	5	6	7
4	4	4	4	4	4
5	4	6	5	5	4
5	5	5	5	5	6
5	6	6	6	6	3
5	5	5	5	5	5
5	5	5	5	5	5
3	2	3	3	3	5
2	2	2	2	2	1
3	3	3	3	4	4
4	4	4	5	3	6
4	4	4	5	3	6
3	1	4	4	4	4
5	6	6	6	5	4
2	3	3	1	1	4
2	3	3	1	1	4
4	4	5	5	3	1
3	1	4	4	5	1
5	5	5	6	6	5
5	5	5	5	6	6
6	6	6	6	6	5
4	5	3	4	4	6
2	1	1	1	1	6
6	6	6	6	6	5
5	6	5	4	5	6
5	6	5	4	5	6
6	6	6	6	6	6
7	6	7	7	7	6
6	6	6	6	6	6
6	6	6	6	7	7
5	5	4	6	6	6
5	3	6	6	6	5
5	5	6	6	6	2
5	5	5	5	5	5
3	3	3	3	3	3
4	4	4	4	4	6
4	3	4	6	6	3
2	2	2	2	1	3
5	5	4	5	5	6
4	6	3	3	4	4
5	2	6	6	6	6
6	6	6	6	5	5

Table A19: Internal Lean Practice

ILP	ILP1	ILP2	ILP3	ILP4	ILP5
5	5	5	5	5	6
5	5	6	5	3	5
5	6	6	6	3	5
5	5	4	5	4	5
6	6	6	6	6	6
4	4	4	4	4	3
5	4	6	6	3	6
4	4	4	4	4	5
4	5	5	5	2	2
6	5	6	6	5	6
5	5	6	5	2	5
4	7	6	2	2	4
6	6	7	6	5	6
4	6	6	1	4	1
6	6	6	6	6	6
5	6	5	5	5	6
3	3	2	2	3	3
4	5	4	3	2	4
2	2	3	2	2	2
3	1	1	4	5	4
6	6	7	5	7	7
5	6	5	4	4	4
4	5	3	4	5	2
6	5	6	7	7	5
6	5	6	6	4	7
5	6	5	6	4	4
4	5	4	5	4	4
4	6	3	3	4	5
4	3	4	5	3	5
1	1	1	1	1	1
4	2	6	4	2	6
5	5	5	5	5	5
2	1	1	1	1	5
4	2	5	5	5	5
6	6	6	5	6	6
4	2	2	6	6	6
4	5	3	4	4	4
6	6	6	6	6	6
6	5	7	5	7	7
3	2	2	2	2	5
5	7	6	6	4	4
2	1	2	2	2	4
5	7	6	5	4	4
4	3	3	4	4	4
4	5	6	3	3	3
3	2	2	4	2	4

Table A19: Internal Lean Practice

ILP	ILP1	ILP2	ILP3	ILP4	ILP5
7	6	7	7	7	7
4	3	3	4	4	4
4	2	2	4	6	5
6	6	6	6	6	4
1	1	2	1	1	1
7	7	7	7	7	5
4	7	6	2	4	4
6	6	7	6	6	6
5	6	6	2	6	6
4	3	5	1	7	5
4	5	6	4	2	2
6	6	5	7	7	4
6	7	7	5	5	4
6	7	7	5	5	4
6	6	6	6	6	6
7	7	7	7	7	7
4	1	2	3	6	5
5	6	5	5	6	6
5	6	6	6	5	5
4	5	3	7	1	7
7	7	7	7	6	7
6	6	6	5	6	7
5	6	2	2	5	5
2	2	2	2	1	2
5	5	4	6	4	6
5	5	4	5	5	6
4	5	6	3	3	2
4	5	5	6	5	4
6	7	6	5	6	5
6	6	6	6	6	5
3	6	6	1	1	1
6	6	6	6	6	5
6	6	6	4	7	5
6	6	6	4	7	5
5	3	4	4	7	4
5	5	4	5	5	6
5	7	7	5	3	4
6	6	6	6	5	5
6	7	7	7	6	7
6	6	6	6	5	6
4	6	4	6	4	3
5	4	4	1	7	6
6	6	6	6	7	7
2	1	2	3	2	2
6	6	6	6	6	6
6	6	5	5	6	6

Table A19: Internal Lean Practice

ILP	ILP1	ILP2	ILP3	ILP4	ILP5
4	2	4	3	4	4
6	6	3	6	6	6
6	5	5	4	7	7
6	6	3	4	6	6
4	5	5	5	4	4
6	7	5	7	6	6
5	4	2	5	6	2
7	7	7	7	7	7
3	3	3	1	3	1
6	5	4	5	6	6
6	6	6	5	6	6
5	5	4	4	7	5
5	6	6	6	2	6
6	4	5	6	7	5
6	6	6	5	6	5
6	6	6	6	7	6
6	6	6	6	7	6
5	6	6	3	3	6
6	6	7	7	5	7
7	7	6	7	6	6
3	2	3	3	4	3
3	3	3	3	3	2
4	6	6	2	3	5
3	2	2	2	6	2
2	1	1	3	3	3
5	5	6	4	5	6
6	6	6	5	7	7
4	4	3	3	6	3
5	6	3	2	5	6
5	2	6	5	7	5
6	6	6	6	6	6
3	4	5	2	2	1
3	1	1	2	4	5
7	6	7	6	6	7
6	6	6	5	7	5
5	6	5	5	5	5
6	6	5	5	6	6
6	6	5	5	7	6
4	6	4	5	4	2
4	2	2	2	2	6
6	6	7	2	7	6
5	3	3	4	6	4
4	4	4	2	4	4
6	7	7	7	6	6
5	6	6	5	4	4
6	6	6	6	6	6

Table A19: Internal Lean Practice

ILP	ILP1	ILP2	ILP3	ILP4	ILP5
5	3	3	6	5	5
5	4	4	4	4	5
5	4	4	4	4	5
6	6	6	5	6	4
7	7	7	6	7	6
4	5	3	2	4	4
7	7	7	6	7	7
3	2	2	2	2	4
6	6	6	5	6	7
5	4	4	3	7	5
6	6	6	6	6	6
6	5	6	5	5	5
6	7	7	6	6	6
4	4	4	5	4	4
5	5	4	4	4	4
5	6	2	2	7	6
4	7	2	2	2	6
5	3	4	5	6	6
7	5	6	6	7	7
5	5	5	6	6	6
2	2	2	2	2	5
3	7	6	2	2	1
4	5	3	2	7	4
6	6	6	6	6	6
5	5	5	4	6	4
5	6	6	4	6	5
2	2	2	5	3	1
3	2	2	2	6	3
5	2	2	6	6	6
6	5	5	6	7	6
7	7	7	7	7	7
6	6	5	5	5	5
6	6	6	4	6	5
7	7	7	6	7	7
6	6	6	6	6	6
7	7	7	7	7	7
5	5	5	4	3	5
5	7	7	3	7	1
5	5	6	3	5	5
4	3	2	3	6	4
4	3	4	5	5	5
4	4	4	4	4	4
6	7	7	6	6	6
6	6	6	4	6	7
5	6	6	2	6	6
6	5	6	6	5	6

Table A19: Internal Lean Practice

ILP	ILP1	ILP2	ILP3	ILP4	ILP5
6	6	6	6	6	6
6	6	6	6	6	6
5	6	6	6	5	2
7	6	6	7	7	7
5	4	3	5	7	4
4	5	4	3	4	4
6	5	5	5	6	6
5	6	6	3	6	3
5	6	6	3	6	5
5	6	6	3	6	5
4	5	2	5	2	5
2	2	5	1	1	1
3	3	3	4	3	4
5	5	4	5	5	6
5	5	4	5	5	6
4	4	3	4	4	4
5	6	7	6	6	4
5	6	6	6	3	4
5	6	6	6	3	4
4	5	3	1	7	1
3	1	1	4	4	1
5	5	5	4	5	5
6	6	6	6	6	6
6	6	6	6	6	5
5	2	2	6	6	6
4	2	5	2	6	6
6	6	6	6	6	5
5	6	5	2	2	6
4	5	4	4	5	1
6	6	6	6	4	6
7	7	7	6	7	6
6	6	6	6	6	6
7	7	7	6	6	7
6	7	7	7	6	6
4	1	3	2	3	5
4	7	6	2	6	2
5	4	4	4	5	5
3	3	3	3	3	3
4	6	4	2	2	6
3	1	2	3	4	3
3	2	2	3	2	3
5	5	2	2	6	6
4	3	3	4	4	4
4	2	2	2	6	6
4	3	5	2	2	5

Table A20: Postponement Practice

PSTP	PSTP1	PSTP2	PSTP3	PSTP4	PSTP5
6	6	6	5	6	5
3	3	5	3	3	3
4	4	4	4	4	4
2	2	1	2	2	2
6	6	6	6	6	6
4	4	3	4	4	4
4	4	3	3	4	6
5	4	5	4	5	5
4	5	4	5	2	2
6	6	6	6	6	5
4	4	4	3	3	7
3	4	3	2	2	6
6	6	6	5	5	6
4	2	3	4	4	5
4	2	4	6	4	6
4	4	4	5	5	2
2	2	1	3	3	3
4	2	3	5	4	6
2	2	2	1	1	3
4	4	4	4	4	4
1	2	1	1	1	1
4	4	4	4	4	4
4	3	3	6	3	6
5	5	4	5	5	6
5	4	4	5	5	5
4	5	5	2	2	6
5	5	6	5	5	4
5	6	4	5	4	5
2	1	1	1	1	6
5	6	4	4	4	6
3	2	2	2	2	6
4	5	4	4	4	4
2	4	5	1	1	1
4	2	2	5	5	6
5	6	4	4	5	7
2	2	2	2	2	2
4	4	6	4	5	3
6	6	6	6	6	6
4	4	4	2	2	7
3	2	1	2	5	4
3	2	1	2	5	4
5	5	6	6	5	5
3	2	3	5	4	3
4	4	5	4	4	4
4	4	3	5	5	4

Table A20: Postponement Practice

PSTP	PSTP1	PSTP2	PSTP3	PSTP4	PSTP5
4	3	5	4	4	3
5	5	5	5	5	5
3	3	2	3	3	3
2	1	4	1	1	3
5	5	4	5	4	7
1	1	1	1	1	1
4	5	4	4	4	4
4	5	4	4	4	4
4	4	4	4	4	6
4	6	5	3	3	2
5	7	7	3	3	7
3	6	5	1	1	1
4	4	4	4	4	4
2	1	4	1	1	5
2	1	4	1	1	5
4	4	4	4	4	4
4	4	4	4	4	4
2	3	2	1	2	2
4	4	4	4	4	6
4	4	4	4	4	4
4	6	4	4	4	4
4	4	4	4	4	4
4	4	4	4	4	4
4	4	4	4	4	4
5	5	5	6	4	4
3	2	2	2	2	6
4	4	4	4	4	6
5	5	5	6	4	4
4	4	4	4	4	6
5	5	6	5	5	5
5	5	6	5	5	5
5	5	7	5	5	5
4	3	4	4	4	4
4	3	4	4	4	4
4	3	4	4	4	4
4	4	4	4	4	6
6	6	6	6	6	6
4	5	4	3	3	7
7	7	7	7	6	7
5	6	5	4	3	6
4	4	4	4	4	4
4	4	4	4	4	4
5	6	6	4	5	5
6	6	6	6	6	7
2	2	2	2	2	1

Table A20: Postponement Practice

PSTP	PSTP1	PSTP2	PSTP3	PSTP4	PSTP5
6	6	6	6	6	6
4	4	4	4	4	4
3	4	3	4	4	2
5	5	6	5	5	6
4	4	4	4	4	4
4	4	4	4	4	4
4	5	5	4	4	4
6	6	6	6	6	7
5	6	6	4	4	4
5	4	5	6	6	5
1	2	1	1	1	1
5	5	5	5	5	5
4	4	4	4	4	4
4	4	4	4	4	4
2	1	1	1	1	6
6	6	6	6	6	7
5	5	5	5	5	6
4	6	4	3	3	3
5	5	5	6	5	4
5	4	4	6	4	6
6	6	6	6	6	6
4	4	4	4	4	6
5	4	5	4	4	6
4	4	4	4	4	3
5	5	4	5	6	6
2	2	2	2	2	4
4	4	4	4	4	4
3	2	2	4	4	4
5	5	6	6	5	5
3	3	3	3	3	5
5	6	5	5	5	6
5	4	4	6	6	4
2	2	2	2	2	2
4	4	2	6	5	2
3	5	4	3	2	3
7	7	7	7	7	7
5	4	4	5	5	6
5	4	5	4	4	7
5	6	5	6	5	5
3	3	3	3	4	4
5	4	3	6	6	7
6	6	6	6	6	6
3	2	2	3	1	6
5	4	4	5	5	5
4	4	4	4	4	4

Table A20: Postponement Practice

PSTP	PSTP1	PSTP2	PSTP3	PSTP4	PSTP5
4	4	4	4	4	4
4	4	4	4	4	4
5	4	6	5	4	7
4	4	4	4	4	4
4	2	2	6	6	2
4	2	2	6	6	2
5	6	4	4	4	5
6	4	6	6	6	6
5	2	4	6	6	6
4	2	6	6	2	2
4	5	5	4	3	5
5	5	3	6	6	5
3	4	3	3	3	4
4	4	4	4	4	4
6	5	6	6	6	6
4	4	4	4	4	4
4	4	4	4	4	4
3	3	2	2	2	5
5	5	4	7	2	7
4	6	2	6	6	2
6	6	6	6	6	6
5	6	7	4	4	6
4	5	3	3	3	5
4	2	3	4	4	5
5	4	4	5	4	6
2	2	3	2	2	3
6	6	6	6	6	6
5	4	4	4	5	6
4	4	5	4	4	4
4	4	4	4	4	4
4	4	4	4	4	4
5	2	6	5	5	5
6	5	2	7	7	7
4	5	5	1	1	7
5	4	5	5	5	6
6	6	6	5	5	6
6	6	6	6	6	6
5	5	5	5	3	5
7	7	7	6	7	7
5	5	5	5	6	6
6	5	6	6	6	6
5	4	5	5	4	5
3	3	6	3	2	1
6	5	5	6	6	6
4	4	4	4	4	5

Table A20: Postponement Practice

PSTP	PSTP1	PSTP2	PSTP3	PSTP4	PSTP5
6	6	6	6	6	6
6	6	5	6	6	5
4	4	4	4	4	6
6	6	6	6	6	6
5	3	3	5	5	7
5	3	3	5	5	7
2	2	2	2	2	2
7	6	6	7	7	7
4	4	4	4	4	4
4	4	4	4	4	4
4	4	4	4	4	6
6	6	6	6	6	6
4	4	4	4	4	4
4	4	4	4	4	4
4	4	4	4	4	6
4	4	4	4	4	6
4	4	4	4	3	3
5	5	4	5	4	5
5	5	4	5	4	5
2	2	2	2	2	2
4	7	6	1	1	6
5	4	5	6	4	6
5	4	5	6	4	6
1	1	1	1	1	1
4	5	4	4	4	5
5	5	5	5	4	5
5	4	5	5	5	5
1	1	1	1	1	1
5	4	3	5	7	4
3	2	3	2	2	5
4	4	6	2	2	6
4	4	4	4	4	4
6	6	5	7	6	6
5	2	6	6	6	6
5	4	4	5	5	7
5	5	6	5	4	6
5	6	2	7	2	6
5	4	6	6	4	6
6	5	6	6	6	6
4	4	5	2	3	5
4	4	4	4	4	5
3	3	3	3	3	3
4	4	4	4	4	3
4	4	4	4	3	3
2	3	2	1	1	3

Table A20: Postponement Practice

PSTP	PSTP1	PSTP2	PSTP3	PSTP4	PSTP5
4	4	4	4	4	4
5	5	5	5	5	6
5	6	2	6	6	6
4	4	4	4	4	4