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**Assessment of the supply chain management practice using SCOR model in
floricultural products of EthioPassion Agro PLC**

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ABSTRACT

The general objective of this study was to assess the factors affecting supply chain management performance in Ethopassion Agro Plc. The study employed descriptive and explanatory type of research design with qualitative and quantitative approach by using stratified sampling and simple random sampling. The target population of the study were employees of Ethopassion Agro Plc. Both primary data and secondary data were used to collect the data. The collected data was analysed using descriptive and inferential statistics with assist of SPSS version 24.as specific findings on supply chain management practices were indicates, the supply chain management was moderately practised in organization. Finally the researcher recommends that, the organization should try to have updated and flexible planning, delivery, return, make and source to be best in the class.

Key words: *supply chain management, floriculture, SCOR model*

INTRODUCTION

Human beings require materials for the satisfaction of their basic needs as well as to express their feelings and emotions. To fulfill their needs and interest, they demand materials which may or may not produce and distributed at the same place. To fill the gap between the demand for material and its existence place, it seeks better care and system. This system is currently taking place in supply chain management

Based on the functions and the roles of supply chain management in the organization, different authors define supply chain management in different context. For instance, according to Oliver (1982), Supply Chain Supply chain management (SCM) is the process of planning, implementing, and controlling the operations of the supply chain with the objective to satisfy customer requirements as efficiently as possible. In the last decade, trade-in fresh horticultural products have become increasingly global and vertically integrated through contracts rather than

control and ownership of the means of production (Hortwise, 2012). Effective supply chain management practices can enhance competitiveness along the supply chain

High-value crops like cut flowers only fetch premium prices when they make it to the markets quickly and in the best possible shape. More often than not, cut flowers arrive in the international market at temperatures that are too high because of inefficient supply chain management. The supply chain starts at the farm. If the quality of cut flowers that feeds into the supply chain is compromised, the entire supply chain can at best only maintain this input quality.

In Ethiopia, the horticulture is earning high revenue in the only limited and insignificant area of land given the immense potential of Ethiopia. The total area of horticulture in Ethiopia is almost about 12,552 hectares of land from which floriculture, 80% foreign revenue earner of the sector, is practiced on only 1,442 hectares of land.(i.e.; 11,110 hectares of land is slacked). Even though the country has such potential to produce these products, it is only 11% of the developed horticulture land in the country which shows that there is more gap between potentials and produced in the country.

Floriculture can be defined as “a discipline of horticulture concerned with the cultivation of flowering and ornamental plants for gardens and for floristry, comprising the floral industry.”¹ It can also be defined as “The segment of horticulture concerned with commercial production, marketing, and sale of bedding plants, cut flowers, potted flowering plants, foliage plants, flower arrangements, and noncommercial home gardening (Mulugeta Getu)

Statement of the problem

In Ethiopia, following the vegetables and fruit farms, other horticulture varieties came into existence soon. These included the production of roses, herbs, and cuttings. Particularly, the floriculture has shown remarkable growth in the last ten years and provided many economic and job opportunities in the country. The rapid growth of floriculture in Ethiopia is due to different factors like suitable climatic and natural resources, high level of support by the government, favorable investment laws and incentives, proximity to the global market, efficiency of the transport system and availability of abundant and cheap labor. Currently, Ethiopia is the second-largest flower producer in Africa next to Kenya

According to the study of Assefa *et.al* (2014) in Ethiopia, some other parts of the country such as Bushoftu, Adama, Holetta and Sebeta(Ethiopassion is under Sebeta) new greenhouses are erected for production expansion. A new greenhouse requires effective supply chain to have better position of production and to capture an intended market. To do so, the major question is that what supply chain practice would be in the organization?

Specifically, there are challenges in Ethiopia. For instance, the findings of Janko and Gosa (2014), one of the issues for the floriculture industry in Ethiopia is the weakness of the international and the domestic transportation system although it shows significant improvement. In addition, the refrigeration system at the airport is not sufficient enough and so the flowers cannot remain long at the airport. They also add that, the proximity of farms to each other, however, causes shortage of water, drainage facilities and labor. Lack of a comprehensive transportation system, that is absence of a transportation company from the farm to the destination, pushes up the transportation costs in Ethiopia as compared to other African countries. Important feature of the Ethiopian floriculture supply chain is that very

little freight forwarding services or cold storage services at the airport are purchased by the rose growers. This challenges could be overcome when the organization have better supply chain practice such as planning, make, source, return, and delivery. Ethiopassion Agro PLC which is one of the dominant flower producer companies located in the southwestern part of the country has not escaped from this constraint.

Specific objectives

The following are specific objectives of the study

- To assess the supply chain management planning practice of floricultural products in Ethiopassion Agro PLC
- To identify supply chain management source practice of floricultural products in Ethiopassion Agro PLC?
- To examine supply chain management make practice of floriculture industry of in Ethiopassion Agro PLC
- To investigate the supply chain management delivery practice of floriculture industry of in Ethiopassion Agro PLC
- To assess the supply chain management return practice of floricultural products in Ethiopassion Agro PLC

The scope of the study

The conceptual scope of the study is delimited to the supply chain management practice activities of Ethiopassion Agro. Specifically the study targeted the SCOR model elements such as planning, source, make delivery and return. Geographically the study was conducted on Ethiopassion Agro PLC which is found in Sabata town. Due to the farness of the customers from the company (i.e. abroad) this study focus only on the supply chain management practices of company's operation from the company up to Addis Ababa bole international airport. Methodologically, researcher employed descriptive and qualitative and quantitative as research Approach.

1.6 Significance of the Study

This study would have a greater significance for the organization, for the professionals in the area of supply chain management and for the researchers. The study would enable the organization to identify critical factors that affect its supply chain management performance. It also would help the organization to pay more attention to supply chain management to become competitive in their business. On the other hand; it will help the organization to solve problems related to its supply chain management performance and to take correction action. For other researchers study will serve as a stepping stone for other professionals who want to conduct related research.

RELATED LITERATURE REVIEW

Supply chain management practices in dimension of SCOR model

The supply chain operations reference (SCOR) model was introduced in 1996 by the Supply-Chain Council. According to Supply-Chain Council(1916) is important to evaluate and comparing the best practices of supply chain and provides a framework that includes SC business processes, metrics, best practices, and technology features. It includes other models such as BPR, benchmarking, process measurement as well as best practice analysis and applies them to SC's. SCOR model consists of standard supply chain processes, standard performance attributes and metrics, standard practices and standard job skills (Alomar and Pasek 2014). The main supply chain processes are plan, source, make, deliver, and return. In terms of performance, SCOR enables to assess reliability, responsiveness, agility/flexibility, costs and assets management of a given supply chain. Even though there are several model and supply chain management frameworks, for this study the researcher viewed the supply chain management practices and supply chain management performance in context of SCOR Modal dimensions because of its directly linked supply chain management performance such as reliability, responsiveness, finance flexibility and asset management. In this model context, supply chain management performance measured in then dimension of planning, sourcing make, deliver and return which are discussed as the following

Supply chain management planning practice

Paley (2004) explained that planning is a process of looking forward to account the course of action(s) a company or organization will follow to achieve its objectives that may hold both short and long term plans considered for an organization's success. The contributor further buttressed that organizing as a function involves correlating the basic components of the firm: people, tasks and materials so that they follow and align with the set goals and objectives.

According to William K. *et.al* (2014), Strategic portion of SCM needed to manage entire resources that go towards meeting customer demand for product or services. A big piece of planning is developing a set of metrics to monitor the supply chain so that it is efficient, cost less and delivers high quality and value to customers. Before the beginning of the entire supply chain, it is essential to finalize the strategies and put them into place. Checking the demand for the product or service, checking the viability, costing, profit, and manpower etc., are vital. Without a proper plan or strategy in place, it will be well-nigh impossible for the business to achieve effective and long term benefits. Therefore, enough time has to be devoted to this phase. Only after the finalization of the plans and consideration of all pros and cons, can one proceed further. Every business needs a plan or blueprint or a roadmap based on which the strategies are made. Planning helps to identify the demand and supply trends in the market and this, in turn, helps to create a successful supply chain management system.

Supply chain management Source practice

Suppliers play a very crucial role in supply chain management systems. Products and services sold to the end user are created with the help of different sets of raw materials. It is therefore necessary that suitable quality raw materials are procured at cost effective rates. According to Hinson and McCue (2004), sourcing is the process of identifying sources of supply that can meet the organization's current and future requirements for goods and services. The sourcing process is depends on the condition and on the time available to carry out sourcing. If a supplier is unable

to supply on time, and within the stipulated budget, the business is bound to suffer losses and gain a negative reputation. It is crucial that a company procures good quality resources so it can create good quality products and maintain its reputation in the market. This necessitates a strong role for suppliers in the supply chain management system and choosing of the suppliers that will deliver the goods and services needed to create products (Ballou, R.H., 2007)

Supply chain management making practice

The focus of this stage is to transforming the demand through manufacturing and production.it includes production activities, packaging, staging product, inventory process, material flow, releasing, etc. (Roder and Tibken 2006). It also includes managing the production network,

Supply chain management delivery practice

According to Cooper (1997), Logistics is that part of the supply chain process that plans, implements and controls the efficient, effective flow and storage of goods, services, and related information from the point-of-origin to the point-of-consumption to meet customer requirements and satisfies the requirements imposed by other stakeholders such as the government (new rules and regulations such as the customs Law) and the retail community

Logistics is also defined by Bowersox, Closs, and Cooper as “the responsibility to design and administer systems to control movement and geographical positioning of raw materials, work-in-process, and finished inventories at the lowest total cost” (Bowersox *et al.*, 2007).

The research of Autry, Zacharia, and Lamb (2008) states that effective delivery can emanate from the integration and collaboration activities of supply chain, logistics social responsibility, strategic distribution planning, and technology and information systems. Delivery plays very important roles especially in areas of time sensitive products like flowers. Typically, next to biological variations, the quality of flowers and plants is determined by time and environmental conditions (such as temperature and humidity during transport). Environmental conditions may be influenced by, for example, the type of packaging, way of loading and the availability of temperature conditioned transportation means and warehouses. Customers demand guarantees on quality specifications leading to strict requirements on the delivery concepts used in the sector.

Supply chain management return practice

The return process ensures that previously sold products are assisted, collected, and dispositional according to business policies and customer agreements and covers all activities from return authorization to financial settlement. A materials are returned because of many reasons such as defective, wrong, or unsatisfactory products; maintenance, repair, and overhaul (MRO) based on service agreements; excess channel inventory returns; and recycling/refurbishment/reuse. In supply chain return is not limited only physical product but also the information related to returned product from its point of origin to disposition point. (Jennifer S, Kuhel, 2002)

METHODS OF THE STUDY

Research Approach and Research Design

The target of this study enabled the study to combine both qualitative and quantitative research approaches. Qualitative approaches enable the collection of data form of words rather than numbers. It provides verbal descriptions rather than numerical (Kothari, 2011). The quantitative approach strives for precision by focusing on items that can be counted into predetermined

categories and subjected to statistical analysis (Taylor, 2013). The researcher was using this approach because the data were collected using the main questionnaire is quantitative and were analyzed using statistics. The researcher employs descriptive and explanatory research types, which that a descriptive research is applicable to describe a situation, problem, phenomenon, service or activities in a systematic manner related to supply chain management practices and its effects on organization performance. Furthermore, the researcher employed Explanatory research design, to identify the relationship and effects between independent (SCMP) and dependent variables (organization performance), as (Kothari, 2004) to explain the cause and effect relationships of a phenomenon.

Population& Sampling Technique

The research was about assessing the supply chain management practices in Ethiopassion Agro PLC. Thus the population of this study would be the employees of the Ethiopassion Agro PLC. Currently, the company has 710 permanent employees (manual report 2019). But the focus of the study was more relates to the logistics, production, management, finance, & marketing departments of the company. Because of the researcher believe that the employees in these departments are assumed to have a better understanding of the area of this study, the sample of the study were taken from these five departments. The total target population of these five departments was 221. Therefore the researcher used this population to collect data by determining sample size.

Sampling Frame

The researcher used both probability sampling and non-probability sampling; regarding non-probability sampling, the researcher uses a purposive or judgmental sampling method to choose five departments that relevant to study areas. Regarding probability sampling, the researcher was used proportional stratified sampling and simple random sampling. The reason for using stratified simple random sampling is to consider all employees proportional or should have an equal chance to be selected from their department.

Sampling Technique

According to Yamane's (1984) formula, the researcher samples were determined. Since the study target population is 221, the sample size was computed as follows and a 95% confidence level and allowable error = 0.05% is assumed for Equation.

$$n = N / (1 + N(e)^2)$$

Where n =sample size e =level precision

$$\text{Therefore } n = 221 / (1 + 221(0.05)^2) = 142$$

Table of Lists of Sample size proportion in each department.

No	Name of the department	No of employees	Sample size proportion
1	Logistics	10	$\frac{10 \times 142}{221} = 6$
2	Production	190	$\frac{190 \times 142}{221} = 122$
3	Finance	10	$\frac{10 \times 142}{221} = 6$

4	Management	7	$\frac{7*142}{221} = 5$
5	Marketing	4	$\frac{4*142}{221} = 3$
Total	5	221	<u>142</u>

After determining the size of the sample, employees were selected from each of the selected department based on simple random sampling.

Table of Cronbach’s alpha result

Items	No. of Items	Cronbach’s alpha result
SCM practices	22	.752
SCM performance	25	0.834
Total reliability	47	.783

DATA ANALYSIS AND DISSCUSION

The total questionnaire distributed were 142 for the target population were employees of Ethiopassion plc specifically from five departments such as, management, marketing, finance, logistics and production. From distributed questionnaire (142), 118 were properly filled and returned representing 83 % rate of return. Interview was for Ethiopassion plc general manager on each specific objective of the study.

Supply Chain Management Practice

The target of this study was to identify the factors affecting the supply chain management performance of Ethiopasion PLC. Before evaluating the performance of the organization it is very crucial to understand the supply chain management practice in the company. According to Archie L. and Kevin Mc (2004) study and conclusions, planning, delivery, make, and source has significant impacts on supply chain management performance.in other study, there is effective relationship between supply chain performance and return practice in supply chain management. Thus, an organization effectively practicing these supply chain management element can improve supply chain management performance. For this study, the following were the supply chain management practices in SCOR model view that researcher used to assess in what extent Ethiopassion Agro plc practicing supply chain management elements.

Supply chain management planning practice

Table of Mean and Standard deviation of Response on planning practices (N = 118)

Planning practices	Mean	Std. Deviation
There is distribution requirements planning practices in our company	3.77	1.041
Our company has material requirement planning practices	3.67	1.030
We practice Supply chain revenue planning/forecasting in our company	4.13	1.017
There is factory, repair and maintenance facilities capacity planning practices in our company	3.92	.962
Our company manage planning parameters	4.07	1.002
Grand mean	3.9119	.78818

Source: Survey, 2020

According to the data in the above table 4.2, 40 % of the mean planning practice is above 4.0 which is low percent. It shows that highest mean was scored on Supply chain revenue planning/forecasting (4.13) and followed by manage planning parameters (4.0). The remaining 60% is between (3.67-3.92) which is moderate. This shows that the material requirement planning (3.67), distribution requirements (3.77) and the mean scored on factory, repair and maintenance facilities capacity was (3.92). The average mean (3.9119) with standard deviation of (0 .78818 which implies that planning practices are moderate in the organization. The importance of planning in supply chain management of organization is to facilitate the integration between customers and suppliers, strategic supply chain process design and it gives the ways for company's inventory management. (Piplani, 2001)

Supply chain management delivery practices

Table of Mean and Standard deviation of Response on delivery practices (N = 118)

Delivery Practices	Mean	Std. Deviation
There is an order consolidation, picking, packing, labeling and shipping practices in our company	3.78	1.110
The company has a process that provide finished goods and services to meet planned or actual demand	3.81	1.046
Our company has warehouse management from receiving and picking product to load and ship product	3.84	.924
We practice a logistics and freight Management in our company	3.80	.902
We track the percentages of completed customer orders delivered on time	3.93	.976
Grand mean	3.8322	.86606

Source: Survey, 2020

According to the data from the above table 4.3, the all respondents mean was scored between mean of 3.78-3.93. Accordingly, the highest mean (3.93) is registered from tracking the percentages of completed customer orders delivered on time with standard deviation of (0.976). relatively, the smallest mean value(3.78) comparing the rest responses is resulted on order consolidation, picking, packing, labeling and shipping practices in the company. From the above table findings, the lowest standard deviation is (0.902), on logistics and freight Management in the company and value (1.110) is the highest standard deviation, which scored on order consolidation, picking, packing, labeling and shipping practices in the company. Generally, it shows that the supply chain management practice elements regarding to delivery is moderate in organization which the average mean is (3.8322) with (0.86606) standard deviation

Supply chain management return practices

Table of Mean and Standard deviation of Response on return practices (N = 118)

Return Practices	Mean	Std. Deviation
Our company manages returned material inventories	3.51	1.232
The is a well-designed structure for return of the product in the organization	3.63	1.003
There is an identification of the need to return a product or asset in	3.81	1.072

our company		
Our company practicing the management of return transportation capacity	3.67	1.102
Grand mean	3.6525	1.00375

Source: Survey, 2020

According to the data in the above table, the lower mean of return practices of the Ethiopassion plc is scored on management of returned material inventories which is (3.51) from the given response and company practice is high on an identification of the need to return a product or asset in the company (3.81). The 90% of response is more than mean of (3.6) and only 10% less than mean (3.6) which is (3.51). The average mean of return practices in organization were (3.6525) that shows the moderate practice. Generally, a return policies or practices in organization can support supply chain to increases the ability of company's integration with their suppliers and customers. For instance, the study of Xuanming Su (2009) show that the return can assist an organization to strength the coordination with their buyer and sellers

Supply chain management making practices

Table of Mean and Standard deviation of Response on making practices (N = 118)

Making Practices	Mean	Std. Deviation
Our products are produced when the actual order if received.	3.56	1.067
Our company has a process that transform product to a finished state to meet planned or actual demand	3.83	1.229
We have well documented (written description, flow chart and etc...) for production (Schedule for production)	3.75	1.101
Grand mean	3.7147	1.03800

Source: Survey, 2020

According to response information in the above table, all means of respondents more than 3.5 which is tends to say that there is moderate making practicing in Ethiopassion Agro PLC. But if these means are compared with each other's by the specific elements of make in organization, the higher mean is (3.83) on process that transform product to a finished state to meet planned or actual demand of the company, flowed by well documented (written description, flow chart and etc...) for production (Schedule for production) (3.75) and the smallest values of mean from response is on the products are produced when the actual order is received which is (3.56).The grand mean of make practices were (3.7147) which shows the moderate practices of make on organization. Since the Ethiopassion Agro PLC is producing flowers and exports it, the receiving actual order is difficult to incorporate to produce flower based on the order entry. Because of that the low mean was founded on products are produced when the actual order if received.

Supply chain management source practices

Table of Mean and Standard deviation of Response on sourcing practices (N = 118)

Sourcing Practice	Mean	Std. Deviation
Our company practice a process that procure goods and service to meet planned or actual demand	3.69	1.019
Our company has Schedule deliveries for their services or products	3.72	.986

Our company manages raw materials inventories	3.72	1.012
We have a strategic suppliers for all products and services that minimize total sourcing costs(cost of ownership)	3.68	1.077
The company allows vendor certification and feedback for sourcing quality	3.79	1.131
Grand mean	3.7186	.95586

Source: Survey, 2020

According to data from above table, all of the results are more than (3.68) and the higher mean of the response is (3.79). It shows there is no more deviation between responses. As this findings show the average of sourcing practices were (3.7186). As whole, the sourcing practices in the organization are moderate according to the response from Ethiopassion Agro PLC employees. According to W.A. *et.al* (2014) Sourcing in supply chain has effect to address the products to market, especially on the perishable products which is time sensitive. Thus, this specific finding is support their findings.

In addition to this the previous study of Canan K and Nallan C. (2015) on U.S. Manufacturing Firms conclude that the role of the sourcing function both within the firm and in managing coordination with key suppliers is equally important. It reinforces each other. Thus, these moderate sourcing practices of Ethiopassion plc not only limited to improve the performance of the organization, but also it supports the relationship of the company with key suppliers.

Summary of supply chain management practices

Table of Mean and Standard deviation of Summary of supply chain management practices (N = 118)

	Mean	Std. Deviation
Planning	3.6678	.54551
Delivery	3.9169	.45089
Return	3.6271	.69318
Make	3.6977	.70944
Source	3.7898	.48418
Grand mean	3.732	0.577

Source: Survey, 2020

This study focused on the supply chain management practice in Ethiopassion PLC. Accordingly, in this study the researcher was viewed supply chain management practices in SCOR model perspectives. These elements were planning, delivery, return and source. According to data from the above table 4.6, the organization (Ethiopassion PLC) practicing supply chain management in moderate level because of that data had shown the moderate values from mean of (3.62-3.91).

Besides of this, the qualitative data (interview of general manager) confirms the above results of the respondents. As this data, some elements are challenged by nature of the product they are producing. For instance, planning practices of organization not depends on actual demand

because of seasonality of flower's demand and the historical data of previous demand is not always representative to forecast the future demand of flower. In addition to this return practice is lower because of that the product return into organization is rare, but organization has well return polices especially for production materials supplied from suppliers. As the study of Shradha G. and Sachin K. (2017) the efficiency of companies can be evaluated by level of their supply chain management practices, which high efficient company supposed to have high and low efficient company supposed to have low supply chain management practices.

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Summary of Major Findings

The aim of this study was to assess the supply chain management practice of floriculture industry particularly in Ethiopassion. The collected data by self-designed questionnaires were analyzed by using SPSS version 24 software through descriptive statistics to compute the mean and standard deviation. Accordingly, the findings of this specific objective show that the supply chain management is moderately practiced in Ethiopassion Agro plc with average of 3.732 of mean values that resulted from all elements derived from SCOR model of supply chain management practices. The average of standard deviation was 0.577 which implies a low variation between responses. to show the specific mean of each supply chain management practice (planning, delivery, return make and source), 3.92, 3.83, 3.66, 3.713 and 3.72 respectively

Conclusions

Based on the findings presented in the previous section, the following conclusions are drawn Quantitatively collected and descriptive analyzed data on supply chain management practices in the view of elements such as planning, delivery, make, return and source were found that 3.92, 3.83, 3.66, 3.713 and 3.72 respectively. It show that the medium supply chain management practices in organization. But these all elements have no equally practiced in organization. In current business world, the organizations strive to be best in class and excellent in the market by increasing the supply chain management practices.

Recommendations

Based on the findings and conclusions in line with the objectives of the study, the researcher draws the following recommendation

The organization operation excellence is based on how the supply chain management is ready to meet the organization's goals. This can be realized when the operation planning up to the delivery of product is well practiced in organized manner. Especially, the perishable products like flowers required better supply chain management to achieve the organization objectives which is customer's satisfaction. Therefore, since Ethiopassion Agro Plc. Produce flowers which is time, quality and cost sensitive products, they should try to have updated and flexible planning, delivery, return, make and source to be best in the class.

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