



EFFECT OF SUPPLY CHAIN MANAGEMENT ON BUSINESS GROWTH.

A CASE STUDY: YALLA YALLA GROUP LTD

KIGALI-RWANDA 2019-2021.

BY

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES IN PARTIAL
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ABSTRACT

Effective supply chain management as competition shifts away from organizations and toward supply chains, has emerged as a potentially valuable method of gaining a competitive advantage and improving organizational performance. The supply chain Management works successfully through their base elements: integration, operation, Purchasing, and Distribution. The main purpose of this research was to analyze effects of supply chain management on business growth and Yalla Yalla Group Ltd was chosen as case study. As it purchases the raw material and merchandises from abroad, it is involving in all processes of supply chain management. Therefore, it helped me to find out the supply chain management effects on business growth on business companies in Rwanda. The following factors were guide the research to specific objectives: i) to analyze effect of integration on business growth. ii) To analyze effect of the operation on business growth. iii) To analyze effect of purchasing on business growth, iv) to analyze effects of distribution on business growth. Data for the study collected using a self-administered questionnaire procedure, where the questionnaires administered to the respondents. Research conducted to all workers of Yalla Yalla Group Ltd which was equal 70. Statistical Package for Social Scientists (SPSS) version 16.0 and descriptive statistics used to analyze the data and regression analysis applied to test the effects. The research concluded that there is change or effect on business growth due to the integration, operation, procurement, and Distribution as the key elements of supply chain management. According to the findings obtained: Integration had the negative effect on the business growth as shown by Beta equal -.026; Operation had the negative effect on the business growth as shown by Beta equal -.263; Procurement had the positive effect on the business growth as shown by Beta equal .080; Distribution had the positive effect on the business growth as shown by Beta equal .065. Yalla Yalla Group ltd should apply effectively and efficiently the integration, operation, procurement, and distribution(logistics) as the elements of supply chain management, it should help them to improve their business through cost reduction, developing suppliers' relationship, time management, financial savings, customer satisfaction quality of company services delivery, order fulfillment, lead time and easily available feedback which lead them to the profit maximization. This have been provided to Yalla Yalla Group Ltd as recommendation.

CHAPTER ONE:

GENERAL INTRODUCTION

1.0. Introduction

Supply chain management represents an effort by suppliers to develop and implement supply chains that are as efficient and economical as possible. Supply chains cover everything from production to product development to the information systems needed to direct these undertakings. Typically, SCM attempts to centrally control or link the production, shipment, and distribution of a product. By managing the supply chain, companies can cut excess costs and deliver products to the consumer faster. By Ewan Roy, February 16, 2017.

This is done by keeping tighter control of internal inventories, internal production, distribution, sales, and the inventories of company vendors. SCM is based on the idea that nearly every product that comes to market results from the efforts of various organizations that make up a supply chain. Although supply chains have existed for ages, most companies have only recently paid attention to them as a value-add to their operations. This Chapter is composed of the background of the study, the problem of the statement, research objectives, research questions, the purpose of the study, the scope of the study, and the significance of the study. By Ewan Roy, February 16, 2017.

1.1. Background of the study

Logistics was the starting point for the supply chain management industry's operations research and industrial engineering. Frederick Taylor, the founder of industrial engineering who wrote the principles of scientific management in 1911, targeted the process improvement of manual loading in his operation research of analytics value stated during World War II for logistical military operational solutions in the 1940s.

Industrial engineering and operations research often attempted to act as separate identities and were successful by using an integrated framework to address supply chain and logistics issues. The industry now calls this integration "supply chain engineering." Mechanization of pallets and pallet jacks was the focus of logistics research from 1940 to 1950, achieving better storage, space, shelving, and placement. In 1963, the National Council of Physical Distribution.

Management became a field leader, and much research and training were widely appreciated in industry and academia, especially with the advent of computers in the 1960s and 1970s and the resulting paradigm shift. Before 1960, manual records and transactions were the norms until data computerization created

opportunities and innovation in logistics planning such as randomized warehouse storage, truck routing, and optimization of inventory.

All operations research techniques were available, so researchers only had to look at theoretical models when moving from theory to practice. From the 1970s to the early 1980s, the Georgia Institute of Technology established the Manufacturing and Distribution Research Center, the Material Handling Research Center, and the Computational Optimization Center. Each center focused on different aspects of what could be done with computing technologies.

The History of Supply Chain Management development reveals that the importance of the purchasing function was mentioned in Charles Babbage's book on the economy of machinery and manufacturing as early as 1832 (Monczka et al.2002, Burt et al.2003). According to Monczka et al. (2002), the greatest growth in purchasing occurred after the 1850s, when the American railroad experienced rapid growth.

This resulted in the identification of purchasing as a distinct corporate function that contributes to overall company profitability. These essential elements of the modern purchasing functions of the supply chain development in the period from 1900 to 1939 were applied in World War I to purchase raw materials with a particular focus on procuring raw materials. During World War II (1935-1945) the corporate significance of purchasing inputs was increasingly recognized and courses in business logistics were offered in various US universities, but the post war phase was quieter as the number of market-driven firms increased in the USA (Monczka et al.2002).

During this time the purchasing managers emphasized multiple sourcing through competitive bid pricing, and the major focus of the buyers was purchasing price and the prevention of line shutdown. By the end of the 1970s and the beginning of the 1980s, the world business situation had changed dramatically, influenced by globalization, automation, technological change, increased inflation, international competition, and strategic alliance. These changes impacted (SCM) Supply Chain Management and gave birth to an integrated approach to supply chain management, where customer demand and requirements, as well as the role of suppliers, were given increased importance.

In recent years, purchasing and materials management have been considered vital in adding value to the overall organization and increasing its profitability (Burt et al.2003), and in meeting the challenge of worldwide competition, rapidly changing technology, and customer expectation (Monczka et al.2002). These changes have raised the profile of SCM in an organization's success by emphasizing the fact that supply managers are active participants in the strategic planning process. As a result, various SCM definitions have emerged, emphasizing the importance of supply stages for an organization's overall success.

1.2. Statement of the Problem

According to the Ministry of infrastructure final report on Transport sector strategic plan for edprs2 Kigali: June 2013, Rwanda is a landlocked country and far from the maritime ports of Kenya and Tanzania. The distance to the nearest port of Dar-Es-Salaam is approximately 1 400 km. The country lacks a link to regional railway networks, which means most trade is conducted by road. Consequently, transport costs of imports and exports are high, and this has a negative impact on the economic growth and development of the country.

With reference to Milgate (2001), uncertainty exists at every level of supply, and it can manifest itself as late deliveries by suppliers or poor quality of incoming materials and parts. As competition increased in the 1990s and markets became more global, so did the challenges of getting a product or service to the right place at the right time at the lowest possible cost. Organizations began to recognize that improving efficiencies within an organization is not enough; their entire supply chain must be competitive. Understanding and applying supply chain management (SCM) has become a prerequisite for remaining competitive in the global race and increasing profitability. Zhang (2011).

By the New Stream Enterprises (Jun 2020), managers have become more adept at managing supply chains and mitigating recurring risks in the supply chain through improved planning and execution in recent years. However, supply chains remain (and always will be) vulnerable to unforeseen events caused by disruptive forces such as pandemics, natural disasters, and economic downturns. As the frequency of supply chain disruptions rises, businesses across many industries are feeling the effects, which are affecting their bottom line. In other words, businesses must optimize the efficiency of their supply chains

In addition, almost all the business companies in Rwanda including Yalla Yalla Group Ltd challenged by the supply chain management due to the lack and insufficient of managers has the skills about supply chain and supply chain management. As Yalla Yalla Group Ltd mission is to improve people's livelihoods by leveraging the power of technology to provide high-tech equipment, connect farmers with markets, and provide extension and financial advisory services, Raw materials, products, and facilities are obtained from abroad (America, China, Turkey, India, and Japan) allowing them to provide high-quality products and services to their global customers. To achieve this a consistent business plan and supply chain management must be in place.

1.3. Objectives of the Study

This study was guided by the following objectives

1.3.1. General objective

The overall objective of this research was to assess and analyze effects of supply chain management on Business growth.

1.3.2. Specific Objectives

- i. To assess effects of integration on the business growth for Yalla Yalla Group Ltd.
- ii. To analyze effects of operation on business growth for Yalla Yalla Group Ltd.
- iii. To determine effects of procurement on business growth for Yalla Yalla Group Ltd
- iv. To identify effects of distribution on business growth for Yalla Yalla Group Ltd.

1.4. Research Questions

- i. What are effects of integration on the business growth for Yalla Yalla Group Ltd?
- ii. What are effects of the operation on business growth for the Yalla Yalla Group Ltd?
- iii. What are effects of procurement on business growth for Yalla Yalla Group Ltd?
- iv. What are effects of distribution on business growth for Yalla Yalla Group Ltd?

1.5. Research Hypothesis

H01: There is no significance effect of integration on the business growth for Yalla Yalla Group Ltd.

H11: There is a significance effect of the integration on business growth for the Yalla Yalla Group Ltd.

H02: There is no significance effect of operation on business growth for Yalla Yalla Group Ltd.

H12: There is a significance effect of operation on business growth for Yalla Yalla Group Ltd.

H03: There is no significance effect of procurement on the business growth for Yalla Yalla Group Ltd.

H13: There is a significance effect of the procurement on business growth for the Yalla Yalla Group Ltd.

H04: There is no significance effect of distribution on business growth for Yalla Yalla Group Ltd.

H14: There a significance effect of distribution on business growth for Yalla Yalla Group Ltd.

CHAPTER TWO:

LITERATURE REVIEW

2.0. Introduction

Yalla Yalla Group Ltd is a business organization located in Kigali, Rwanda with specialization in various domains from different areas among others: Horticulture; Crop production in general; Agriculture mechanization and agribusiness; Irrigation and drainage. With their knowledge and expertise within various fields, they respond to their customers and satisfy them efficiently by solving problems during the whole process of service delivery.

Since its deals with demand and supply, its core activity is handling the process of supply chain management. Thus, different publications have been consulted for proper understanding of the concept of supply chain and supply chain management as well as customer and supplier relationship. It is in this regard that, supply chain management shall be discussed as key to business growth.

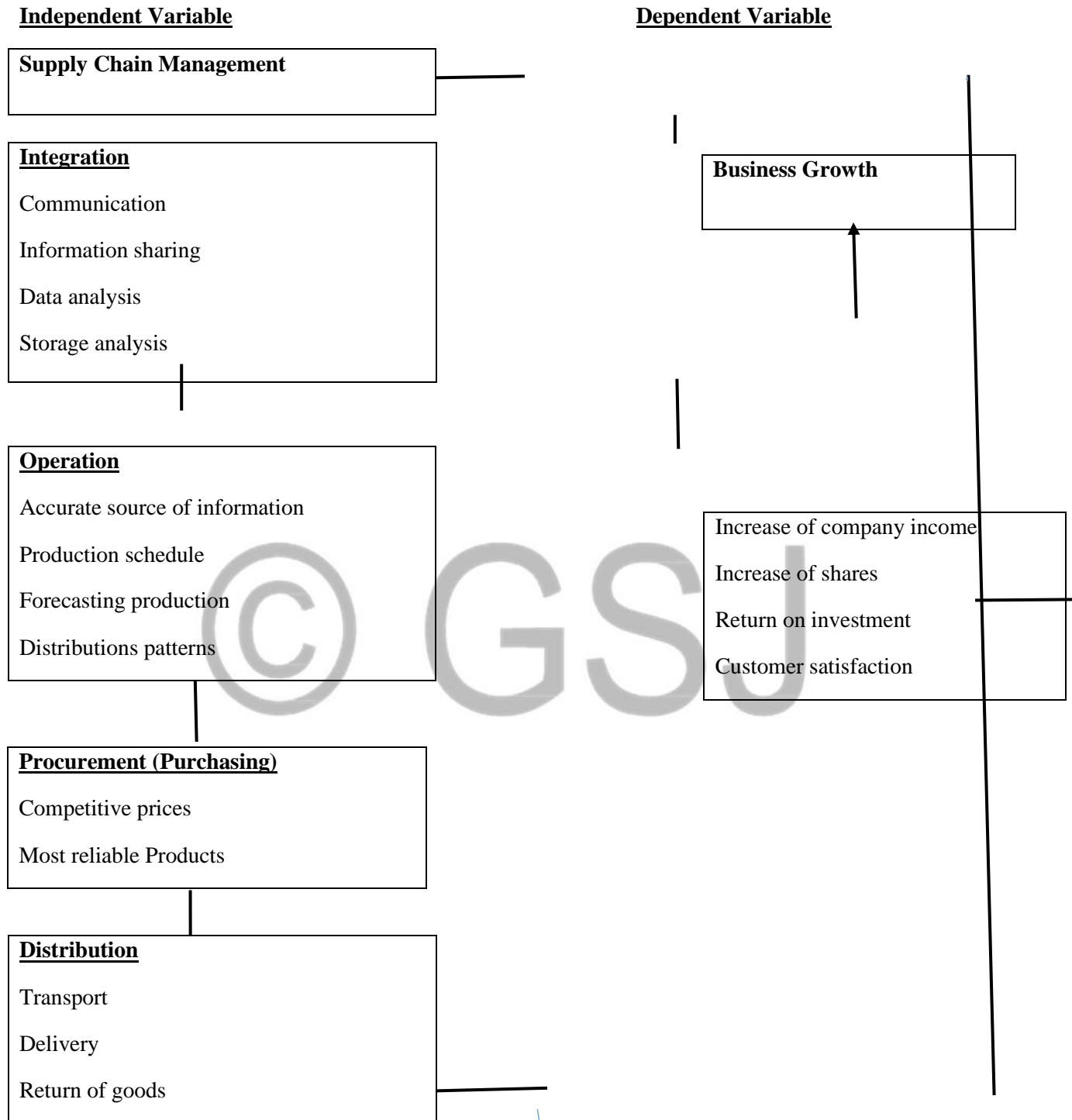
2.1. Conceptual Framework

The conceptual framework provides structure and content for the whole study (Vaughan, 2008). Kombo and Tromp (2009), describe a concept as an abstract or broad idea inferred or resulting from definite instances.

In the research, the variables are the supply chain management (independent variable) composed by integration, operation, procurement and distribution as key elements of supply chain management and Business growth (dependent variable). The interdependencies of the two variables specified above is profit maximization through customer satisfaction, increase of shares, return on investment, and increase of company income resulted from using the supply chain management effectively and efficiently and after that the business grow.

Figure 1 presents the SCM framework that developed in this research. The framework proposes that SCM have effect on business growth both directly and indirectly through the integration, operation, and purchasing and distribution process. A detailed description of the conceptual framework provided in the following figure.

Figure 2. 1: Conceptual Framework



Source: research study 202

CHAPTER THREE:

RESEARCH METHODOLOGY

3.1. Introduction

This chapter sets out to describe the methods of investigation that used while conducting the present study. It proceeds with the general approaches that opened and close questions. It describes the area of the study, the population study, and the sample size.

It describes the various methods, techniques used in sample selection, data collection, and processing during the study. The choices of techniques depended upon the objectives of the study. These techniques are there and expected to be used to understand and collect data on a specific problem. Finally, the chapter indicates the various problem that encountered by the research during the research process and how they minimized.

3.2. Data analysis

Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire population or a sample of a population. Descriptive statistics are broken down into measures of central tendency and measures of variability (spread). Measures of central tendency include the mean, median, and mode, while measures of variability include standard deviation, variance, minimum and maximum variables. Data analysis done based on descriptive statistics particularly means and standard deviation.

3.2.1. Description of Descriptive statistics

$1.0 \leq \mu \leq 1.8$: Very low mean i.e., the fact is not apparent

$1.9 \leq \mu \leq 2.6$: Low mean i.e., the fact appears less

$2.7 \leq \mu \leq 3.4$: Neutrality

$3.5 \leq \mu \leq 4.2$: High mean i.e., the fact appears more

$4.3 \leq \mu \leq 5.0$: Very high mean i.e., strong evidence of the existence of the fact

$\sigma \leq 0.5$ i.e., homogeneity of responses

$\sigma > 0.5$ i.e., heterogeneity of responses

3.2.2. Description of Regression Analysis

The model used in the study will take the form below:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: Y= Dependent variable (Business growth and as measured by profit).

X1, X2, X3, X4 = Independents Variables (integration, operation, purchasing and distribution).

α = Constant Term

β = Beta Coefficient: these measures how many standard deviations of dependent variable will change, per standard deviation increase in the independent variable.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.1. Introduction

This chapter presents the findings from primary data which is presented in form of descriptive statistics. The chapter is based on the findings from the respondents who are 70 those all staff who were given a questionnaire and both responded to the same questionnaire. The analysis and interpretation were based on the information collected from Yalla Yalla Group ltd where the purposive sampling was used to select the important respondents.

4.2. Presentation of Findings

This section of presentation of findings presents the findings from primary data analysis obtained by the researcher, following the objectives of the study as stated in chapter one.

Table 4. 1: Effects of integration on business growth

	N	Minimum	Maximum	Mean	Std. Deviation
Do you use Communication effectively.	70	1.00	5.00	3.9000	1.28706
Do you use Customers relationship (Yalla Yalla Group Ltd and Customers) effectively.	70	2.00	5.00	3.9143	1.07330
Do you use Collaboration among all members effectively.	70	1.00	5.00	3.8857	1.09733
Do you use Cooperation (information sharing among all members) effectively.	70	2.00	5.00	3.5714	1.12381
Do you use Conflicts resolution among members effectively.	70	1.00	5.00	3.8571	1.27729
Valid N (listwise)	70				

Source: Primary data, 2022

This table show how Yalla Yalla Group Ltd use the communication, customer relationship, collaboration, and cooperation as the part of integration. The respondent average of 3.9000 accept that communication as part of integration lead to business growth of company, while 3.9143 average of respondent agree that customer relationship helps the company business grow, the 3.8857 of average of respondent accept that the collaboration among all members facilitates the business growth to the company, 3.5714 of respondent agree that the cooperation contributes to company business growth. And average of 3.8571 of respondent agree that company solved the conflicts among members effectively.

The analysis indicates that, most of respondent agree that integration as the element of supply chain management have the great contributions to business growth of the company.

Table 4. 2: Effects of operation on business growth.

	N	Minimum	Maximum	Mean	Std. Deviation
Accurate and real representation of inventory	70	1.00	5.00	3.7857	1.15335
Production schedule for monitoring output.	70	1.00	5.00	3.6571	1.24976
Provide accurate and reliable information on the production	70	1.00	5.00	3.7000	1.15909
Provide reliable information on current inventories for efficient fulfillment processes.	70	1.00	5.00	3.5714	1.53766
Forecasting production and distribution patterns.	70	1.00	5.00	3.7143	1.32033
Valid N (listwise)	70				

Source: Primary data, 2022

This table show that average of 3.7857 of respondents were agree that company use accurate and representation of inventory, average of 3.6571 of respondents were agree that company has production schedule for monitoring output, average of 3.7000 of respondent were agree that company Provide accurate and reliable information on the production, average of 3.5714of respondent were agree that company provide reliable information on current inventories for efficient fulfillment processes and average of 3.7143 of respondents were agree that company forecast production and distribution patterns. The analysis indicates that, most of respondent agree that supply chain management operation contributes to the business growth of the compa

Table 4. 3: Effects of procurement(purchasing) on business growth

	N	Minimu m	Maximum	Mean	Std. Deviation
Reducing cost/cost reduction	70	1.00	5.00	3.9429	1.21447
Negotiation of price and Terms	70	1.00	5.00	3.7571	1.14760
Developing suppliers' relationships with company	70	1.00	5.00	4.0286	.81599
Time management	70	1.00	5.00	3.8000	1.42035
Financial savings	70	1.00	5.00	3.9286	1.13344
Valid N (listwise)	70				

Source: Primary data, 2022

This table show that average of 3.9429 of respondents were agree that procurement management reduce cost, average of 3.7571 of respondents were agree that procurement management lead to negotiation of price and term, average of 4.0286 of respondents were strongly agree that procurement management lead to developing supplier's relationships with the company, average of 3.8000 of respondents were agree that procurement management lead to mitigating risks, and average of 3.9286 of respondents were agree that procurement management lead to financial savings. The analysis indicates that, most of respondent were agree that procurement management as the element of supply chain management contributes to the business growth of the company.

Table 4. 4: Effects of distribution (logistics) on business growth

	N	Minimum	Maximum	Mean	Std. Deviation
Drawbacks due to poor infrastructures	70	1.00	5.00	3.9571	1.17258
Lack of warehousing	70	1.00	5.00	3.9429	1.26130
Ports sector issues& forces majeure events	70	1.00	5.00	3.8286	1.14172
Slow usage of digital technology	70	1.00	5.00	4.1571	1.17505
Changes of freight rate	70	1.00	5.00	3.8857	.90958
Valid N (listwise)	70				

Source: Primary data, 2022

This table show that average of 3.9571 of respondents were agree that drawbacks due to poor infrastructure challenging the company logistics (distribution of goods and service), average of 3.9429 of respondents were agree that lack of warehousing challenging the company logistics (distribution of goods and service), average of 3.8286 of respondents were agree that ports sector issue &force majeure events challenging the company logistics (distribution of goods and service) and average 4.1571 of respondents were strongly agree that slow usage of digital technology challenging the company logistics (distribution of goods and service) and service) and average 3.8857 of respondents were agree that change of freight rate challenging the company logistics (distribution of goods and service).

The analysis indicates that, most of respondent were agree that the above challenges affect the business growth(performance) of the company in the logistics (distribution of products and services).

Table 4. 5: Question Related to the Business Growth (Dependent Variable).

	N	Minimum	Maximum	Mean	Std. Deviation
Did you generate profit 2019-2021	70	2.00	5.00	3.8571	1.21924
Does Yalla Yalla Group Ltd increased customers	70	1.00	5.00	3.7143	.93472
Does Yalla Yalla Group Ltd increased product	70	1.00	5.00	3.9286	1.53530
Does Yalla Yalla Group Ltd expanded	70	2.00	5.00	3.7286	.81510
Does Yalla Yalla Group Ltd receive positive feedback	70	2.00	5.00	4.3429	.89904
Valid N (listwise)	70				

Source: Primary data, 2022

This table show that average of 3.8571 of respondents were agree that Yalla Yalla group Ltd generated profit 2019-, average of 3.7143 of respondents were agree that Yalla Yalla group Ltd increased customers, average of 3.9286 of respondents were agree that Yalla Yalla group Ltd increased production, average 3.7286 of respondents were strongly agree that Yalla Yalla group Ltd was expanded and average 4.3429 of respondents were strstrongly agree that Yalla Yalla group Ltd received positive feedback.. The analysis indicates that, most of respondent were agree that the above indicators showing that company business was grow.

Table 4. 6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.177	.570		7.324	.000
IV1	-.021	.142	-.026	-.147	.023
IV2	-.168	.078	-.263	-2.143	.016
IV3	.072	.166	.080	.432	.000
IV4	.040	.092	.065	.435	.005

a. Dependent Variable: DV

Source: Primary data, 2022

This table show that there is sig. of 0.023, 0.016, 0.000, and 0.005 which is equals to IV1, IV2, IV3, and IV4 respectively. All sig. are less than 0.05, this means that there is a change or effects on the business growth (dependent variable) due to the supply chain management.

The integration and operation have the Beta equals -0.026, -0.263 respectively and the t-test(t) equals -0.147, -2.143 respectively, this means that integration and operation affect the business growth negatively. The procurement and distribution have the Beta equals 0.080, 0.065 respectively and the t-test(t) equals 0.432, 0.435 respectively, this means that the procurement and distribution affect the business growth positively.

Table 4. 7: Summary of findings from Regression analysis

IV	Sign value	Hypothesis Testing Result at 95% confidence interval	Interpretation
Integration	.023	Alternative hypothesis	The significant change in business growth due to the integration, because of the Sig.

			value is 0. 023, which is less than the acceptable value of 0.05
Operation	.016	Alternative hypothesis	The significant change in business growth due to the operation, because of the Sig. value is 0.016, which is less than the acceptable value of 0.05
Purchasing	.000	Alternative hypothesis	The significant change in business growth due to the Purchasing, because of the Sig. value is 0.000, which is less than the acceptable value of 0.05
Distribution	.005	Alternative hypothesis	The significant change in business growth due to the Distribution, because of the Sig. value is 0.005, which is less than the acceptable value of 0.05

Source: Primary data, 2022

If Sig. is < 0.05 , the null hypothesis is rejected. If Sig. is > 0.05 , then the null hypothesis is not rejected. If a null hypothesis is rejected, it means there is an effect. However, if a null hypothesis is not rejected, it means there is no impact. Therefore, the null hypothesis was rejected, and alternative hypothesis was accepted because the sig. < 0.05 , means that there is a change or effects on business growth due to the supply chain management.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter summarizes the major findings presented in chapter four in line with the research objectives. The objectives of the study were achieved by answering the research questions thereafter the conclusion was made from the research findings. The research findings and the general conclusion were based on to give recommendation. The purpose of this study was to examine effects of supply chain management on company business growth.

5.2. Summary of findings

The study was conducted based on four objectives which are to assess effects of integration on business growth, to analyze effects of the operation on business growth, to determine effects of purchasing on

business growth, and to identify effects of distribution on business growth.

For the objective one: to assess effect of integration on business growth.

: The most of respondents were agree that Yalla Yalla Group Ltd use effectively communication, customer relationship, collaboration and cooperation and conflict resolution among members effectively as the elements of integration. Therefore, the researcher concluded that there is a negative change or effect on business growth of the company due to the integration as described by Beta and t-test(t) in the Table 4.13.

For the objective two: to Analyze effect of operation on business growth:

The most of respondents were agree that Yalla Yalla Group Ltd apply accurate and real representation of inventory, production schedule for monitoring output, provide accurate and reliable information on production, production reliable information on current inventories for efficient fulfillment processes and forecasting production and distribution patterns successfully. Therefore, the researcher concluded that there is a negative change or effect on business growth to the company due to the operation as described by Beta and t-test(t) in the Table 4.13.

According to objective three to determine effects of procurement(purchasing) on business growth:

The most of respondents were agree that Yalla Yalla Group Ltd receive the roles of reducing cost, negotiation of price and terms, developing suppliers' relationships with company, time management and financial savings through using the procurement successfully as one of the elements of supply chain management. Therefore, the research concluded that there is a positive change or effects on the business growth of company due to the procurement as described by Beta and t-test(t) in the Table 4.13.

According to objective four to identify effects of distribution on business growth:

The most of respondents were agree that Yalla Yalla Group Ltd challenged by drawbacks due to poor infrastructures, lack/insufficient of warehousing, ports sector issues forces majeure events, slow usage of digital technology and change of freight rate challenge the distributions of goods and services for the company. Therefore, the research concluded that there is a positive change or effects on the business growth of company due to the distribution as described by Beta and t-test(t) in the Table 4.13.

5.3. Conclusion

The research was carried out to examine the effect of supply chain management on the business growth in business company in Rwanda. The study was conducted using Yalla Yalla Group Ltd as a case study. The target population was 70 respondents.

The major finding was that Yalla Yalla Group Ltd as a business company try to pay attention on the

supply chain management to protect the business growth of the company especially in integration and operation. And as finds shows that there is effect of supply chain management on business growth to the company. However, they must improve also by using below recommendation.

5.4. Recommendations

At the end of this study, some recommendations were put forward by the researcher basing on the research objectives, major findings, and general conclusion of the study:

It could be better for Yalla Yalla Group Ltd to correct the way of applying the integration by emphasizing to build unit between company members, developing communication, cooperation and information sharing in the company.

It should be better to organize the trainings concerning with the operation, it helps them to reduce the damages and losses during the operation.

It should apply the procurement efficiently and effectively as the elements of supply chain management, it helps them to improve their business through cost reduction, developing suppliers' relationship, time management, financial savings, profit maximization and order fulfillment.

I recommend them to develop the logistics department through using the qualified workers in this field, it helps them to give the good quality services to their customers.

For efficiency supply chain management, there should be periodical trainings to all staff involving in supply chain activities like supply chain manager, procurement manager and distribution(logistics) manager.

To emphasize the applying of digital technology to control the inventory management, tracking the consignment to reduce the costs associate with inventory holding especially on inventory levels management to reduce or to prevent the damaged goods that are sometimes available in warehouse. All those lead the company to be competent on the domestic and international market.

I recommend the government of Rwanda to:

Repair and build new infrastructures related to the supply chain management and to emphasize the use of digital technology to public and private sectors in the supply chain and supply chain management,

Develop the diplomatic relationship between East African countries, Africa and worldwide in trade sector, it facilitates the development of business companies in Rwanda through reduced of lead time, price negotiation, infrastructures development and technological advancement which lead easy doing of supply chain and supply chain management of goods and services to the Rwandan public and private sector.

Organize the trainings concerning to the management of supply chain for the public and private sector managers, it helps them to know how they develop their business through the supply chain management.

Encourage the Rwandan investors to participate in global supply chain management which will support them to do the business domestically and internationally easily.

5.5. Suggestion for further studies

Future researchers might consider investigating the challenges facing the supply chain management in Rwanda. This study was limited in Rwanda County; a similar study should be conducted in other countries across the country to establish the extent of supply chain and management on business growth on business companies in Rwanda. This will provide a platform to compare and identify areas of weaknesses and thus recommend areas of improvement.

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TO WHOM FOR DATA CORRECTION



"Unequaled Education Excellence"

OFFICE OF THE DEAN OF GRADUATE SCHOOL

Kigali July 22nd, 2022

TO WHOM IT MAY CONCERN

Sir/Madam,

Subject: DATA COLLECTION BY NSABIMANA Daniel MSCP/21/01/6465


As part of the curriculum for all academic programs at University of Kigali, the students are required to undergo research collecting data from Institutions of repute for academic use only.

The purpose of this letter is to introduce to you the above named Master student, who is interested in sourcing information from your organization.

Her subject of interest is ***"effects of supply chain management on business growth. A case study: yalla yalla Group Ltd (KIGALI-RWANDA)."***

Any assistance given to him in this regard will be appreciated.

Thank you in advance


Dr. KWENA Ronald
Dean, Graduate School.



ACCEPTANCE LETTER FROM YALLA YALLA GROUP LTD



**KIGALI CITY
KIMIRONKO – GASABO**

Office of Chief Executive Officer (CEO)

Kigali.....²⁵...../⁰⁷...../2022
Ref N^o:.....⁰²⁶...../022/CEO/ YYG

RE: RESPONSE TO YOUR REQUEST FOR DATA COLLECTION

Dear Dean,

Reference is made to your letter written on 22nd July 2022 requesting for collection of data by NSABIMANA Daniel MSCP/21/01/6465 relating to the supply chain management effects on Business growth from Yalla Yalla Group Ltd.

I hereby informing you that your request has been approved. We will allow our staff to participate in his survey so that they can provide him with genuine information that he may need to complete his research.

Best wishes.

For: 



NDAYIZIGIYE Emmanuel
Chief Executive Officer

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