

KOFORIDUA TECHNICAL UNIVERSITY



**THE EFFECTS OF SUPPLY CHAIN MANAGEMENT ON MANUFACTURING
INDUSTRIES IN GHANA. A CASE STUDY OF BLUE SKIES GHANA, EASTERN
REGION.**

BY

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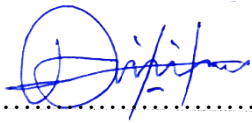
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**A PROJECT WORK PRESENTED TO THE DEPARTMENT OF
PROCUREMENT AND SUPPLY SCIENCE, FACULTY OF BUSINESS AND
MANAGEMENT STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS
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SUPPLY CHAIN MANAGEMENT**

OCTOBER, 2023

STUDENT'S DECLARATION

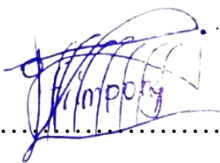
We hereby declare that this research is the result of our own original research and that no part of it has been presented for another certificate in this Institution or elsewhere.



26th October, 2023

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26th October, 2023

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SUPERVISOR'S CERTIFICATION

I hereby certify that this project work was supervised in accordance with the University's guidelines for supervision of project work.


.....

MRS. ABENA ABRAHAM

26th October, 2023

Date

DEDICATION

We dedicate this project work to our lovely parents, and loved ones for their parental care and support they have given us for the success of this project work.

ACKNOWLEDGEMENT

Our heartfelt thanks go to the Lord God Almighty, the source of all knowledge; indeed, He has been gracious to us throughout our life and we are grateful to him.

We are also very grateful to our supervisor, Mrs. Abena Abraham, for her priceless guidance in the successful completion of this project work. You have not been only a lecturer and a supervisor but also a mother. Your encouragement and direction throughout our Bachelor of Technology in Procurement and Supply Chain Management and your humble nature will forever influence our life.

We also express our gratitude to the staff and management of Blue Skies Ghana for their cooperation and assistance in coming out with this project work.

Finally, we appreciate members of our families and our loved ones for their spiritual and financial support throughout our academic life. We say God bless you all.

ABSTRACT

The study sought to the effects of supply chain management on manufacturing industries in Ghana. A case study of Blue Skies Ghana. The objectives of the study were to determine the Supply Chain Management activities in Blue Skies Ghana, to analyses the benefits of Supply Chain Management activities in Blue Skies Ghana, and to identify the challenges of Supply Chain Management activities in Blue Skies Ghana. The study's methodology was a descriptive research approach. The study also used both qualitative and quantitative data. Based on Krejcie and Morgan (1970) sample size determination table, for a total population of fifty (50), it is appropriate to have forty-four (44) as the sample size. Data collection instruments used in study were questionnaire. The sampling procedure used was a non-probability sampling (Purposive sampling). Data was analysed using Microsoft-excel. The study found out that acceleration of profitable innovation by optimizing product designs for supply, production, and sustainability is a supply chain activity, in the drive to reduce costs, supply chain management activities can become very complex, creating an intricate web of global third parties, which becomes a challenge, supply chain management activities reduce the cost of obtaining suppliers and supply chain management activities eliminate the risk of waste are benefits. The study recommended that the organization should invest in and put into use cutting-edge SCM technology including Enterprise Resource Planning (ERP) systems, ICT gadgets, and data analytics tools. Through real-time forecasting, monitoring, and decision-making improvements across the supply chain, operations are ultimately optimized and also offer consistent training and development opportunities for staff members who work in SCM. Give them the abilities and information they need to adjust to changing SCM procedures and effectively use cutting-edge technology for better decision-making.

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CHAPTER ONE - INTRODUCTION

1.1 Introduction of the study

Companies have made large research investments to enhance their supply chain systems and processes because they understand how important the supply chain is to overall corporate performance. Only 27% of businesses feel their performance has exceeded the industry standard, and 42% of businesses are not happy with the outcomes that have been obtained (Kare et. al, 2014). Over the past 20 years, corporate management has focused on maximizing return for an organization's stakeholders in the organizations they support, according to Akkermans (2018). Management has used several approaches to this. The year 1997 was known as the production age, which was concerned on increasing output. The year 2003 saw strategy as the flavor of the decade, while the years 2007 and 2009 began to focus on the consumer, bringing quality and value to the forefront. Because of the shift in focus, company management is now always aware of specific aspects of the firm. The most recent shift to quality and value as the foundation for business principles has prompted boards and management to rethink the supply chain and its numerous expansions.

1.2 Background of the Study

In our daily lives, we require a variety of commodities. Some of these items we might buy in bulk and store in our homes. Businesspeople, like consumers, require a variety of items to meet their demands. Some of these may not always be available. Nonetheless, they require such products on a year-round basis. In today's competitive climate, by the time the infrastructure is in place to implement new supply chain management ideas, they have already become obsolete. In today's warehousing business, a company should strive to beat its competitors in terms of efficiency and effectiveness. They must effectively deploy some difficult technology in order to compete (Kare et. al, 2014)

According to Moneke and colleagues (2016), supply chain management entails a number of challenges, including fostering trust and collaboration among supply chain partners, learning best practices that can ease the alignment and incorporation of SC processes, and successfully implementing the most recent collaborative shared information systems and internet technologies to improve supply chain efficiency, performance, and effectiveness. Supply chain management encompasses a wide range of procedures and operations from suppliers to customers (SCM). Organizations have used a number of business strategies to address global competitiveness concerns and maximize the value of their customers' purchasing decisions (Chopra & Meindl, 2018; Kim, 2017).

Ackerman (2018) intended to target one or more markets in order to achieve a business goal specific to that partnership. In practice, the products are created in long production runs and shipped in large amounts to storage facilities or warehouses near the market. Since the end of World War II, suppliers have often kept products in storage in order to meet the continuously shifting market demand.

Every SCM attempts to minimize system-wide expenses while maintaining customer service requirements. True, this method is customer-centered and incorporates business planning while controlling supply and demand across the entire value chain system. In a typical European Journal of Logistics Purchasing and Supply Chain Management SCM structure, suppliers and customers are brought together in a single concurrent business process that spans the entire chain from the initial source to the ultimate consumer (Lambert and Cooper, 2015; Stern et al. 2019). Furthermore, information and communications technology, such as e-commerce platforms, has strengthened its place as the backbone of these networked supply chains in recent years (Lancioni et al. 2016; Porter 2017). This means that each company is reliant on other businesses to offer the goods or services that its customers have requested (Ayers 2016).

1.3 Statement of the Problem

Poorly handled purchasing and supply chain activities notably impede the efficient operation of businesses or institutions (Porter 2017). Many businesses and institutions suffer considerable losses as a result of the absence or inability of the purchase and supply function to carry out what is known as educationally friendly purchasing or socially responsible purchasing.

Organizations and organizations such as Blue Skies Ghana encounter both stock-outs and surplus inventory as a result of problems in efficiently matching supply with client demand.

The management issue has a negative impact on the institution's or organization's profitability, mostly because there are no incentives for the establishment of better-quality input from client supply, and there is a challenge in acquiring better quality output from the service provider.

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Obtaining a reliable supply of demand in the supply chain management sector is difficult due to a number of factors, including a lack of knowledge about stationary supply, a lack of trust, a lack of good relationships with suppliers (adversarial relationships), and poor or ineffective coordination of supply chain activities. According to Movahedi et al., (2019), supply chain management (SCM) is critical for a variety of reasons, including increasing operations, outsourcing, and profits. As a result, it is critical to examine the implications of supply chain management on Ghana's manufacturing industry.

1.4 Objectives of the study

The general objective is to assess the effects of supply chain management on manufacturing industries in Ghana.

The specific objectives are;

- i. To determine the Supply Chain Management activities in Blue Skies Ghana.
- ii. To assess the value of Supply Chain Management operations in Blue Skies Ghana.
- iii. To identify the challenges of Supply Chain Management activities in Blue Skies Ghana

1.5 Research questions

The research work will seek to answer the following questions;

- i. What are the supply chain management activities of Blue Skies Ghana?
- ii. What are the benefits of Supply Chain Management in Blue Skies Ghana?
- iii. What are the challenges of Supply Chain activities in Blue Skies Ghana?

1.6 Scope of the Study

The study's contextual scope is focused on examining the effects of supply chain management on Ghana's industrial industry.

The study's geographical scope case is Blue Skies Ghana, which is located in the Free Zone enclave at Doboro, near Nsawam in Ghana's Eastern Region. This was owing to the researchers' proximity and ability to obtain necessary information.

1.7 Significance of the study

Blue Skies Ghana is a manufacturing company, so studying its supply chain management practices will provide a thorough understanding of supply chain management practices in Ghana's manufacturing industries and help identify the range of potential changes. In conclusion, it is expected that this study would help policymakers in Blue Skies Ghana improve supply chain management's existing performance (SCM).

1.8 Limitations of the Study

A larger area of the research was not covered as intended because the researchers had to combine project work with regular lectures due to time constraints. Furthermore, a much wider scope won't be covered as anticipated due to funding constraints.

1.9 Organization of Project Work

Chapter one - deals with the introduction / background of the study, the problem statement; the objective of the study, research questions, limitations of the study, justification of the study, definition of operational terms and organization of the study.

Chapter two - entails the theoretical framework and literature reviews and taking into consideration the reviews and contributions of eminent scholars on the field of the study.

Chapter three - includes the methodology of the study using appropriate instruments.

Chapter four - captures data presentation analysis and findings,

Chapter five - deals with the summary conclusions recommendation

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Regarding the research of developing organizational success through such a management, this chapter gives the thoughts and recommendations of many authorities in the private sector supply chain management field. Along with discussing supply chain value addition and methods for improving organizational performance in supply chain operations, it also covers the theoretical literature and arguments around the origins, varieties, and difficulties of supply chain management.

2.2 Conceptual Review

2.2.1 History of supply chain management

According to Sean (2016), the focus of supply chain management has changed over the previous 100 years or more from improving labour-intensive but relatively basic processes to developing and overseeing immensely complex global networks. We'll take you over the last sixty years or so below, and we'll end the piece with an amazing infographic. Operations research and industrial engineering both have their roots in logistics. Fredrick Taylor, the pioneer of industrial engineering, focused his early research on improving manual loading processes and wrote *The Principles of Scientific Management* in 1911. Scientists originally demonstrated the value of analytics in the study of military logistics issues in the 1940s, partly due to the complex demands of World War II. That's when the field of operations research began. Although operations research and industrial engineering have worked hard to preserve their own identities, many of their most significant achievements have come from applying these fields to supply chain and logistics issues within integrated frameworks. These days, the industry term for this is "supply chain engineering." The two primary tendencies in the growth of supply chain management research are creation and integration (Movahedi et al., 2019). Keith first used the term "supply chain management" in 1982. Nevertheless, with the invention

of the assembly line in the early 20th century, the idea of a supply chain in management became increasingly important. This time in supply chain management is characterized by the need for significant modifications, reengineering, downsizing driven by cost reduction projects, and a strong interest in Japanese management techniques. Keith first used the term "supply chain management" in 1982. Nevertheless, with the invention of the assembly line in the early 20th century, the idea of a supply chain in management became increasingly important. This time in supply chain management is characterized by the need for significant modifications, reengineering, downsizing driven by cost reduction projects, and a strong interest in Japanese management techniques. Still, the phrase first became widely used in Robert B. and Ernest L. Nichols, Jr.'s seminal book *Introduction to Supply Chain Management*, which sold over 25,000 copies and was translated into Korean, Chinese, Japanese, and Russian. Supply chain management studies were brought to light during this period with the introduction of enterprise resource planning (ERP) systems in the 1990s and the development of electronic data interchange (EDI) systems in the 1960s. This era has continued into the twenty-first century with the development of Internet-based collaboration technology. Growing value addition and cost reductions through integration characterize the current stage of supply chain transformation.

2.2.2 Supply Chain Management

Scholars in the literature have proposed a number of meanings for the word "supply chain management" (SCM). The management of a network of relationships both within and between interdependent organizations and business units, including material suppliers, purchasing, production facilities, logistics, marketing, and related systems that facilitate the forward and reverse flow of materials, services, and finances, is what Stock and Boyer (2019) defined as supply chain management (SCM)." They went on to say that SCM is "the management of a network of relationships between interdependent

Supplier chain management, as defined by Robert Handfield (2014), is the physical and informational link that connects businesses and their supply chains. Scholars in the literature have proposed a number of meanings for the word "supply chain management" (SCM). The management of a network of relationships both within and between interdependent organizations and business units, including material suppliers, purchasing, production facilities, logistics, marketing, and related systems that facilitate the forward and reverse flow of materials, services, and finances, is what Stock and Boyer (2019) defined as supply chain management (SCM)." They went on to say that SCM is "the management of a network of relationships between interdependent

Supplier chain management, as defined by Robert Handfield (2014), is the physical and informational link that connects businesses and their supply chains. Resources and products are processed, transported, and stored as part of physical fluxes. They are the most visible link in the supply chain. However, information flows are also quite important. The several parties involved in the supply chain can coordinate their long-term plans and oversee the daily flow of resources and goods up and down the chain thanks to the information exchange. In order to get the intended results, the researcher works in conjunction with other parties, as one individual cannot achieve anything in higher education institutions. Finding the source and client of an intangible commodity, however, can be extremely difficult in the service industry due to the presence of multi-tier providers.

2.2.3 Components of Supply Chain Management

Components of SCM comprise the third section of the four-square circulation model. A business process link's degree of integration and management is influenced by the number and caliber of components that are added to it (Ellram and Cooper, 2017; Houlihan, 2019). As a result, raising the degree of each management component or adding more can raise the business process link's integration level. The literature on business process re-engineering buyer-

supplier relationships and supply chain management (SCM) suggests a number of potential elements that should command managerial attention while managing supply relationships. Lambert and Cooper (2016) identified the following elements: risk and reward, hierarchy of authority and power, control and preparation, workflow structures, organizational structures, product flow facilities, information flow facilities, and management strategies.

Nonetheless, a more comprehensive examination of the extant literature yields a more comprehensive comprehension of the crucial supply chain constituents, or "branches," of the previously identified supply chain business processes; moreover, it discloses the possible associations that the constituents may have with suppliers and customers. The emphasis on collaboration, according to Bowersox and Closs (2019), represents the synergy that yields the greatest degree of joint achievement. If a business consents to assume financial risks such as inventory ownership, it is regarded as a primary level channel participant and incorporates primary level components (Bowersox and Closs, 2019). A secondary-level participant is a business that participates in channel partnerships by providing essential services to primary participants, including secondary level components that assist primary Participants (specialized). Third-level channel participants and supporting components that function as the main branches of secondary-level components with primary-level channel participants can also be included. As a result, Lambert and Cooper's framework of supply chain components offers no recommendations about how to analyze the supply chain as an integrative one, how to classify certain supply chain components as primary or secondary, or how to arrange these components to create a more comprehensive supply chain structure (see Bowersox and Closs' 2019, p. 93).

2.2.4 Practices of Supply Chain Management (SCM)

A supply chain organization's efficient management is supported by a collection of actions that are referred to as supply chain management (SCM) practices. Several authors and academics

have identified five crucial aspects of supply chain management (SCM) techniques: internal lean practices, the degree of information exchange, the quality of information systems, and strategic partnerships with suppliers and customers. These five techniques will cover the internal supply chain process (internal lean methods), the top flow of the supply chain (strategic cooperative partnerships with suppliers), the flow down the supply chain (customer relationships), the flow of information throughout the supply chain (share information reporting and quality of sharing information), and the process of the external supply chain (customer relationships) (Li et al., 2016).

2.2.5 Supply Chain Management Challenges

According to Castiglia (2015), the top nine supply chain management problems are as follows:

Visibility: It is evident that supply chains have become exceedingly intricate. It is essential to increase supplier awareness for Tier 1, 2, and higher tiers. The significance of these lower-tier suppliers has been highlighted by supply chain interruptions over the past five years.

Traceability: Recent events, such as food safety with China's chicken suppliers and compliance with conflict mineral legislation, highlight the challenges in tracking resources from point of origin to completed product. Similar to supply chain visibility, global and intricate supply chains make it very difficult to quickly and accurately follow things back via the chain.

Complexity: In an attempt to reduce expenses, supply chains can get incredibly complicated, creating a complicated network of foreign third parties. Many of the other issues listed above

are made worse by supply chains' complexity, which makes it challenging to track and manage them.

Costs: Because of the fierce competition, cutting expenses is usually necessary to keep an advantage. Think about supplier pressure, procurement strategies, and lean concepts to improve productivity and reduce expenses. These tactics do, however, also raise the possibility of supply chain hiccups and poor supplier performance.

Sustainability: The finest illustration of how consumers expect businesses to function responsibly is seen in supply networks. The challenge is to demonstrate sustainable sourcing while retaining economic competitiveness.

Performance of the supplier: This may attract suppliers to do so because they are under pressure to meet deadlines and save costs. This can result in problems with quality, which could significantly affect the whole supply chain.

Natural disasters: There is no denying that global weather patterns are shifting and that natural disasters (including earthquakes, floods, and extreme weather) are occurring more frequently. Typhoons, floods, protracted deep freezes, earthquakes, and volcanoes can all have a major impact on supply networks, depending on where they occur and how long they last.

Technology: Improvements in technology have the potential to greatly boost the supply chain's efficiency and visibility. Serious issues may also arise if it isn't managed properly, doesn't function as planned, or can't adapt to supply chain fluctuations..

Cyber threats and IT problems: Supply chains depend heavily on the accuracy of the information that is disseminated across the value chain. Cyberattacks are a recurring danger that may result in the disclosure of sensitive information that has been stolen, the loss of commercial data, and the temporary halting of business operations.

The supply networks of today are complex, international, often opaque, and subject to strict regulations. For many, they also regularly cause disturbances. The megatrends of resource depletion, urbanization, and the startling velocity of technology disruption are causing supply chains to rapidly evolve and alter. Few companies, meanwhile, are conscious of the dangers that are a part of their supply networks or how robust they are.

Current supply chains are growing increasingly complicated for a variety of reasons, and consumers want competitive pricing and timely delivery of innovative items. Businesses have difficulties as a result of how difficult it is to create supply networks that are both economical and responsive. Bernardios (2014)

One of the biggest challenges facing organizations today is how to reduce the cost of the supply chain due to globalization. In an attempt to reduce direct and indirect costs as well as taxes and satisfy customer price expectations, businesses have made the decision to relocate their manufacturing to low-cost countries across the globe. The complexity brought on by lengthy delivery lead times, however, is exacerbated by having suppliers from different parts of the world. Consumers want reduced costs as well as prompt delivery of their products.

Consumer preferences: as previously mentioned, global supply chains are intricate. The endeavor becomes even more challenging when you take into account how items' characteristics change often. Customers instantly put pressure on corporations to generate the next great thing after a product is debuted. Innovation can be challenging, but it's essential for firms to stay competitive in the market. Restructuring supply networks is necessary for businesses to better meet customer demands and serve the market.

Market Development: Trying to draw in new customers is another challenging aspect. Product development is expensive, involving everything from R&D to commercial release. In an endeavor to increase sales and increase their market share, companies are trying to extend their

distribution into new areas. It is expected that businesses will expand both locally and globally. It is difficult to penetrate new markets because of trade barriers, costs, and governmental regulations.

Consumers today are more demanding than ever. In response, businesses have expanded their markets, created new products, and established global networks, as previously said. Businesses now rely on supply chain managers to optimize their value chains in order for them to stay competitive. In 2014, Berrios

2.2.6 Supply Chain Management Strategies

Several writers have written a large number of articles about approaches to improve supply chain management. The strategies that (Muzumdar, 2019) recommends are as follows:

Adopt demand-driven planning that takes demand shaping and real-time demand data into account. Risks like supplier failure, political upheaval, and natural disasters related to manufacturing can be properly evaluated and effectively addressed with the right forecast and contingency planning tools. Several writers have written a large number of articles about approaches to improve supply chain management. The strategies that (Muzumdar, 2019) recommends are as follows:

Adopt demand-driven planning that takes demand shaping and real-time demand data into account. Risks like supplier failure, political upheaval, and natural disasters related to manufacturing can be properly evaluated and effectively addressed with the right forecast and contingency planning tools. Businesses may then alter their price and promotion strategies to further boost margins for a product that is in great demand with limited supply on the market, move more items quicker, shape demand, or enhance revenue. To ensure that your business not only survives but prospers, the key is to have the vision to grasp opportunities and overcome unfavorable situations. As of 2019. Muzumdar.

Create a flexible supply chain by integrating quick planning and efficient execution. Once they have improved their ability to forecast risk and demand, executives will need to adjust their supply chains to capitalize on changing market conditions and opportunities. Both the implementation of dynamic planning and ongoing operational improvement are required. With the prior method, after the month or quarter ended, production and supply had to be modified based on shipments and sales. The new model necessitates more frequent, dynamic supply chain adjustments in order to respond swiftly to market developments. This can lessen supply network shocks or possibly eliminate them entirely. Some of the results include increased visibility, enhanced cooperation along the entire value chain, encompassing sourcing and

supply, production, shipping, warehousing, and distribution; and quicker decision-making through enhanced analytics and assistance (Muzumdar, 2019).

By streamlining product designs for sustainability, production, and supply, you can spur lucrative innovation more quickly. Innovation is necessary to stay one step ahead of the competition. But innovation doesn't just happen on its own. To be successful, products must be manufactured at a reasonable cost. Decisions made early in the product development process can make or break the finished product. Designs need to be produced, with supply optimized and accurate recording of all actual costs. Furthermore, a company's competitive edge and innovation in products are greatly impacted by the suppliers and technologies it chooses. If a company can effectively manage the people, processes, information, and decisions associated with a product over its whole life cycle, it can provide significant dividends and gain market leadership (Muzumdar, 2019).

You may match the goals of your organization with your supply chain by incorporating corporate business planning (CBP) with sales and operations planning (S&OP). Many firms still have gaps and disconnects between strategy, finance, and operations, even if S&OP technologies make it possible for sales, production, and distribution to work together. Integrated business planning is one way to close these gaps in knowledge. This approach blends financial strategic budgeting and forecasting tools with operations planning. The process marriage that results ensures that revenue targets and financial budgets are compared to an extensive, bottom-up operating strategy. The strategy contrasts the financial goals and the operations plan at the same time. Businesses may achieve the optimal supply and demand balance that is consistent with their strategic business objectives by combining corporate business planning with S&OP procedures. Real-time visibility into demand, supply, product, risk, and performance is available to the entire extended supply chain as well as the business. These are the essential elements of success (Muzumdar, 2019).

Include sustainable practices in the management of your supply chain. The triple bottom line—people, profit, and planet—has never been more important than it is now. Research reveals that companies that prioritize social and environmental sustainability see notable advantages in the marketplace, especially with production efficiency, supplier handling skills, and employee attraction. There are several opportunities for supply chain operations to be sustainable. To start, company executives can integrate sustainability into their supply chain strategy. This means that technology must be included into every step of the supply chain as a critical requirement.

Second, in order to make quick progress and receive real-time insight into the flow and consumption of resources or materials, professionals should first focus on the essentials. Reducing carbon inefficiency, energy consumption, waste, and improving travel and transportation are all achievable with "recycle-reuse-refurbish" materials.

Businesses may sustain the momentum by ensuring continuous improvement through knowledge management, audits, and systemic assessment. Compliance audits, best practices, and standards provide a governing framework for sustainable supply chain operations and provide for transparency about the environmental impact of various actions.

2.2.7 Supply Chain Management Value Addition

Michael Porter created the value chain concept, according to Expeditors (2014), to help businesses evaluate and better understand how their core competencies generate competitive advantage. Despite being first put forth in 1985, the concept is still regarded as a very effective model for measuring and managing workplace productivity.

The company's value-generating processes are the main focus of value chain analysis. Value-generating activities are the fundamental business processes that provide a company its competitive edge. The five primary tasks in the value chain. Producing value higher than the cost of delivering the good or service—a profit margin—is each core activity's competitive advantage.

- **Porter's Primary Value Chain Activities**



- **Primary Value Chain Activities**

Receiving, holding, and keeping track of the inputs, or raw materials, needed for production is known as "inbound logistics."

Operations - the procedure that transforms raw ingredients into finished goods or services.

Outbound logistics: the processes for shipping and warehousing required to deliver the finished goods to the customer.

Marketing and sales - determining customer demands and creating sales of the good or service.

Service: post-purchase procedures that enhance or preserve the value of a product or service (such as customer assistance and repair services).

Porter's theory states that a firm's competitive advantage can be best described by two factors: cost advantage and distinctiveness. The objective of cost advantage is to more efficiently provide comparable buyer value than the competition. When a company has a cost advantage, individual value chain tasks can be completed for less money. When duties are completed in a way that benefits customers more than those of competitors and produces a unique product offering, differentiation is achieved.

Differentiation could lead to increased costs and a higher price tag for the goods or services.

The value chain is intrinsically related to the logistics of both outbound and incoming supply lines. Value chain activity analysis makes the business consider factors other than internal operations, such as the benefits of a synchronized supply chain that can improve service quality and/or lower the delivered cost of the good or service.

Organizations can enhance their supply chain by investigating several strategies for aligning with suppliers and service partners.

Outsource non-core operations to other players to increase the efficacy of manufacturing along the value chain. Assign staff to oversee the activities instead of managing the supply chain internally.

Proactive supply chain management: In addition to keeping an eye on existing practices, data can be used to foresee and plan actions. Determine the exact metrics or data points that every supply chain partner is required to deliver at every touch point, then ensure that they are complying. It is important to plan ahead and find chances for waste reduction. By leveraging data to guide decision-making, businesses will be able to prepare for upcoming supply chain events more proactively.

request for visibility into supply chain processes and shipment milestones from logistics partners. Numerous companies have found benefits in being electronically connected to their transportation industry business partners. Increasing the visibility of supply chain activities has several benefits. Optimizing the receiving process can result in reduced warehousing expenses for incoming shipments, hence improving the timing of outbound fulfillment. Visibility into outbound logistics operations facilitates proactive forecasting and can expedite order replenishment response times with final customers. Increased customer satisfaction and loyalty lead to higher order fill rates, which in turn increase sales and profit margins.

Provide input to supply chain partners. To maintain or enhance the supply chain partner initiatives, schedule regular meetings to review the goals and general adherence to the standards set for each partner. To improve the process overall, ask your supply chain business partners for recommendations and encourage engagement with them.

2.2.8 Organizational Performance

Venkatraman and Ramanujam (2013) define organizational performance as the ultimate economic goal of a firm, with the financial aspect of organizational performance being referred to as such. Some potential indices of organizational performance are stock market performance, profits, return on investment, return on assets, and return on equity (Garcia, 2015; Tharenou, Saks & Moore, 2017). Scholars that have expressed their opinions on the classification of organizational performance have not come to much of an agreement (Davis & Pett, 2018; Hubbard, 2019). A number of academics (Davis & Pett, 2018; Ford & Schellenberg, 2015; Ostroff & Schnitt, 2017) have recommended efficiency and effectiveness variables for assessing organizational performance. Businesses can get higher returns when they concentrate on the concepts of effectiveness and efficiency (Ford and Schellenberg, 2015).

Furthermore, a performance typology and metrics for organizational efficacy and efficiency were provided by Davis and Pett (2018).

Two measures of an organization's efficiency are the return on total assets and the after-tax return on total sales. When assessing organizational success, the company's overall employment and sales growth are taken into consideration. Another way to evaluate organizational success is to compare financial performance to non-financial performance from this vantage point, the conceptual framework provided by Venkatraman and Ramanujam (2013) sheds light on the traits of organizational performance.

Venkatraman and Ramanujam (2013) defined company performance as the total of both financial and non-financial performance. This definition encompasses all types of performance. They included business and financial performance in their larger definition of organizational effectiveness.

As per the previously mentioned discussion, business performance is considered to be the most comprehensive definition of organizational performance because it includes both financial and operational success (Park, 2019).

2.3 Theoretical Review

The phase that reviews the several ideas that are pertinent to the inquiry is called the theoretical review.

2.3.1 Resource-Based View

The Resource-Based View (RBV) is a key theoretical framework for combining supply chain management with organizational performance (Vachon and Klassen, 2018). The main tenets of RBV's case are scarce, precious, difficult to replace, and difficult to replicate resources (Barney, 2017; Rumelt, 2015; Wernerfelt, 2019). The Resource-Based View (RBV) is a key theoretical framework for combining supply chain management with organizational performance (Vachon and Klassen, 2018). The main tenets of RBV's case are scarce, precious, difficult to replace, and difficult to replicate resources (Barney, 2017; Rumelt, 2015; Wernerfelt, 2019). It is useful in determining which skills enable businesses to use resource

bundles to acquire and maintain a competitive edge (Sirmon et al., 2017; Vanpoucke et al., 2014). As a result, it is crucial to distinguish between various resource types that offer benefits (Teece et al., 2014; Luzzini et al., 2015). It is useful in determining which skills enable businesses to use resource bundles to acquire and maintain a competitive edge (Sirmon et al., 2017; Vanpoucke et al., 2014). As a result, it is crucial to distinguish between various resource types that offer benefits (Teece et al., 2014; Luzzini et al., 2015). But RBV consistently ignores environmental constraints in favor of internal attention on the company's resources and competencies (Hart, 2019). To create the firm's NRBV, Hart (2019) first incorporates the natural environment into RBV. One could think of RBV as an adaptation of NRBV. Theory that highlights skills that enable ecologically friendly conduct in order to gain a competitive edge in the marketplace, based on a firm's relationship to the natural environment (Hart, 2019; Jackson et al., 2016). Stated differently, a company can potentially achieve greater operational efficiency by utilizing and safeguarding the surrounding natural resources (Wong et al., 2017). In light of the recent progress on NRBV, Hart and Dowell (2015) start to think about how work on dynamic capacities can help NRBV. Since RBV does not address how firms may refresh their sources of competitiveness, as Teece et al. (2014) note, enterprises must "integrate and generate internal and external capabilities" in order to deal with constantly changing surroundings. Hart and Dowell (2017) suggest enhancing and broadening the NRBV to gain a better understanding of how businesses implement sustainable development initiatives. Companies should provide the necessary resources to its involved stakeholders in order to develop dynamic capabilities (Hart and Dowell, 2019).

2.3.2 Systems Theory

Supply chain management was able to gain a deeper understanding of its operating environment through the application of systems theory. Systems are flexible entities that can tolerate alterations in their surroundings (Checkland, 2012). A theoretical framework for

supply chain management was developed between 2006 and 2016. (Shaffer, Dalton, & Plucinski, 2011). According to Abhijeet et al. (2013), specialists ought to employ a system of systems strategy to gain a deeper comprehension and improvement of the supply chain. This finding was established by von Bertalanffy (2015), who maintained that the cooperation between the many components of a system and its operating environment determines whether the system succeeds or fails. This frame of reference was used to express the idea that a network of supply chains is a system made up of many different parts. The notion that every element of a system is interrelated and requires perfect coordination with one another is among the most significant contributions of systems theory.

Managers had to maintain the system's functionality to allow the free flow of people, goods, and services. Non-heterogeneous agents in difficult systems adhere to behavioral rules that produce patterns that comply with the system (Stacey, 2011). To be comprehensive and function correctly, the system required the integration of each of its component parts (Stacey, 2011). Businesses had to develop increasingly sophisticated systems in order to stay up with the rapid advancements in technology, education, and modern society. According to theorist von Bertalanffy (2015), similarities can eventually be found in a variety of domains, including the sciences, daily life, politics, and economics. To help experts better grasp the objectives of a complex system and how they relate to one another, the system may be divided into smaller components. Gaining a greater understanding of the unit's components as well as outside impacts was the goal. Distortions can happen in the absence of the numerous parts that comprised and operated the system. Knowing systems theory gave managers a comprehensive understanding of their business and enabled them to collaborate effectively to prevent a systemic breakdown (Kauffman, 2017). Systems theory was established by Senge (2018) based on the work of von Bertalanffy. Senge contends that an organization needs to be able to admit its shortcomings in order to be successful and productive. Knowing systems theory gave

managers a comprehensive understanding of their business and enabled them to collaborate effectively to prevent a systemic breakdown (Kauffman, 2017). Systems theory was established by Senge (2018) based on the work of von Bertalanffy. Senge contends that an organization needs to be able to admit its shortcomings in order to be successful and productive. Knowing systems theory gave managers a comprehensive understanding of their business and enabled them to collaborate effectively to prevent a systemic breakdown (Kauffman, 2017). Systems theory was established by Senge (2018) based on the work of von Bertalanffy. Senge contends that an organization needs to be able to admit its shortcomings in order to be successful and productive. The study of systems theory, which is dynamic and aids in identifying supply chain issues, assisted managers in comprehending how to resolve issues that affected the system's smooth operation. Even if the raw materials are prepared, packed, and transported as planned, transportation issues could prevent them from reaching the customer in a timely manner, even if they get at the manufacturing site on time. The transportation system was the one area where the entire system had failed, rendering it still useless, even though other components were operating without a hitch. A system that is free from interruptions is necessary for every supply chain operation to be successful.

2.4 Empirical Review

The empirical review is the section where previous studies in relation to the topic in question were discussed. It is made up of what previous studies found out in this particular area of study.

Elvis Adjei Nti's (2022) study looked at how lean manufacturing techniques and supply chain management affected the operational performance of pharmaceutical manufacturing enterprises. 1200 employees and managers from pharmaceutical businesses who possess the necessary expertise in lean manufacturing and supply chain management strategies comprise the research group. A total of 110 employees and management from the company were

included in the survey; 107 of them responded, or 97.2 percent of the sample. Purposive sampling as well as easy sampling techniques were used to select the respondents. The statistical package for social science version 20 was the program used to analyze the data, and regression, percentages, mean, and standard deviation were used to interpret the results. It was discovered that the independent factors of customer relationships, level of information sharing, level of information quality, and strategic supplier partnerships significantly impacted the operational performance of pharmaceutical manufacturing enterprises (dependent variable). It was discovered that the operational success of pharmaceutical enterprises was significantly influenced by human resource practices, product design, and flexible resources (an independent variable). The study found an independent variable called production planning and control to have a positive but negligible impact on the operational performance of pharmaceutical manufacturing enterprises. It has been discovered that the factor most influencing the relationship between supply chain management and operational effectiveness is the quality of the information. Out of all the lean manufacturing methods, it is discovered that human resource management practices have the biggest impact on the company's operational performance. Therefore, it was determined that the performance of pharmaceutical manufacturing enterprises is being uniquely impacted by both supply chain management and lean manufacturing strategies. It is also advisable that the business strengthen its bonds of trust and relationship with its trading partners, particularly with its distributors and suppliers. By doing this, the business will encourage effective customer relationship management. In this study, supply chain and lean manufacturing were contrasted, but our main goal was to examine how supply chains affect industrial sectors.

L.P.S. Gamini and P. K. Rajapaksa (2020) report that their research examined the effects of supply chain management strategies on the competitive advantage and organizational performance of manufacturing firms operating under the Board of Investment in Sri Lanka. The study's goal was to

determine how common supply chain management techniques are in these manufacturing companies and how much of an influence they have on their competitive advantage and overall performance. Furthermore, an analysis was conducted on the impact of competitive advantage on the performance of the firm. Data was gathered from 63 manufacturing companies across all industries by the distribution of a questionnaire to the most qualified respondents from the relevant companies. The study employed multiple regression analysis to examine the effects of supply chain management strategies on the performance of organizations. Furthermore, an analysis was conducted on the impact of competitive advantage on the performance of the firm. Data was gathered from 63 manufacturing companies across all industries by the distribution of a questionnaire to the most qualified respondents from the relevant companies. The study employed multiple regression analysis to examine the effects of supply chain management strategies on the performance of organizations. With the use of Boot Strap analysis, the mediating effect of competitive advantage on organizational performance was discovered. The study's five independent variables—strategic supplier partnership, customer relationship, information sharing level, information sharing quality, and postponement—explained in detail the substantial association between supply chain management techniques and organizational performance. Furthermore, the findings also showed that the association between supply chain management techniques and organizational performance is partially mediated by competitive advantage. Since this study was carried out in a different nation, we chose to investigate Ghana's manufacturing sectors in order to discover what results we would obtain.

Dr. Indrajeet Singh Yadav and Ranjithkumar R. (2018) conducted a study on the effectiveness of supply chain management in Indian manufacturing companies. One of the most important strategic approaches for boosting organizational performance and achieving organizational objectives is supply chain management, or SCM. Original Equipment Manufacturers (OEMs)

can achieve customer satisfaction in part by managing the selection, evaluation, and involvement of their suppliers in the supply chain. In addition, buyers' performance is directly and significantly impacted by suppliers. Without real benefits for both parties, a supplier-manufacturer relationship cannot be perpetuated. The current study analyzes the crucial aspects of supply chain management (SCM) and performance metrics by looking at the chain from the viewpoints of suppliers and OEMs. Instruments that are dependable and confirmed are created. Models of concepts are suggested. Investigations are conducted into the impact of the moderator, including "selection," "long-term relationships," etc. (from the OEM's perspective) and "supply chain orientation" (from the supplier's perspective), on the relationship between the performance measures and the critical dimensions of SCM. Based on the OEM and supplier viewpoints, the moderator significantly and favorably influences the relationship between the performance measures and the important SCM aspects, according to the investigations. Supply chain research revolves around a few key topics, including buyer-supplier relationships, inventory management, and supply networks' IT-enablement. These basic concerns are influenced by a few other variables, including postponement, the dedication of senior management, and differences in trading partners' capacities. To evaluate these influences, a few theories have been put forth. These theories were investigated using a questionnaire-based survey of Indian manufacturing firms. This study has shown that communication between stakeholders and the dedication of upper management are critical to a supply chain's efficacy. Additionally, the studies demonstrate connections between numerous significant supply chain management concerns. The focus of our study, which is the effects of supply chain management on manufacturing industries, is not covered by this study because it was done on effectiveness analysis.

Charles Mensah, Daniel Diyuoh, and Dorcas Oppong (2014) state that their thesis is based on a single Ghanaian manufacturing company. The purpose of the study was to investigate supply chain management practices and how they affect Kasapreko Company Limited's performance (KCL). The study set out to investigate KCL's supply chain management (SCM) practices, determine how SCM practices affect KCL performance, and characterize KCL sales trends. In Ghana's Greater Accra Region, 200 of KCL's many clients were chosen as the sample size, and questionnaires were distributed to them. Using a semi-structured interview guide, the researchers also conducted interviews with important KCL personnel. The performance of KCL was compared to the use of supply chain management practices using a descriptive analysis that was aided by SPSS. The study's findings showed that KCL incorporates supply chain management techniques into its operations. The study also revealed that KCL's supply chain management practices have a major impact on the company's business performance, as demonstrated by KCL's consistent sales results over time (2004-2010). The performance of the company and supply chain management techniques were the main topics of this study. Unlike our study, which focuses on analyzing the impacts of supply chain management on Ghana's industrial industry. That's the gap that needs to be filled.

The Application of Supply Chain Management Practices on Construction Projects in Abuja was researched by Abubakar Abdulquddus Aminu (2019). The Nigerian construction industry's current practices not only provide a number of obstacles to efficient project execution, but they also degrade supply chain efficiency. The Nigerian construction industry is still relatively new to the notion of supply chain management, or SCM. The SCM strategy has many advantages for project delivery, including synchronizing client requirements with material and information flows along the SC until a balance between client satisfaction and cost is achieved. The three different objectives of the study—to identify SCM components and the extent to which they

were being used in construction projects, to evaluate the difficulties in implementing SCM practices in such projects, and to look into the crucial success factors for SCM implementation in construction—were used to gauge the degree to which these practices were being used. The study used a quantitative approach to collect data through a well-structured questionnaire, adopting the survey research method. Relative Importance Index (RII) and Mean Item Score (MIS) were used in conjunction with the ranking approach to assess the acquired data and supplement it. The study's conclusions showed that the main SCM elements that industry professionals in the construction sector used in their daily work were knowledge and skill exchange, as well as waste reduction. The primary obstacles impeding the adoption of Supply Chain Management (SCM) in Abuja's construction sector were found to be the inadequate integration of internal organizational procedures and the transient nature of relationships between parties. Building robust information flows amongst chain participants and fostering long-term partnerships were found to be additional important key variables for the effective application of SCM in the completion of construction projects in Abuja. The report advises experts working in Abuja's construction industry to completely apply the SCM system while considering the obstacles in the way, as this will enhance project delivery. Only the application of supply chain management in the building industry was the focus of this investigation. We are conducting research to find out how supply chain management affects Ghanaian manufacturing enterprises.

Sulaimon Olanrewaju Adebisi, Adeyemi Sulaiman Adediran, Abideen Olayinka Shodiya, and Taiwo Olusola (2021) state that their study's goal was to determine how manufacturing organizations' supply chain management (SCM) operations affect their performance in the most efficient way possible. Design/Methodology/Approach. Since it is not feasible to meet every member of the target population, we were interested in obtaining information from a

strategically chosen portion of them, which is why the survey research approach was used for this study. Two hundred and twenty-seven (227) experts from the five manufacturing firms in Lagos whose names were chosen were asked to complete a standardized questionnaire. In order to determine the causal relationship between the latent endogenous variables in the study and the latent exogenous variables, the data were examined using the structural equation modeling (SEM) technique. Findings. Strategic partnerships positively impact manufacturing enterprises' customer satisfaction in a statistically meaningful way, according to the findings of the SEM used to test the research hypotheses. The route analysis showed that customer relationship management improved the performance of the company. The path coefficient (0.35) of customer relationship management on performance as measured by customer satisfaction provides evidence for this. However, as measured by manufacturing efficiency, knowledge sharing has a negligible positive impact on performance. The information sharing route coefficient (0.11) on performance supports this, however the effect is not statistically significant ($p > 0.05$ and $CR < 1.96$). Manufacturing efficiency serves as a proxy for performance, and material flow management improves it. The material flow management path coefficient of 0.30 on firm performance supports this. Lean production has a favorable impact on performance as measured by innovation performance. The path coefficient (0.25) of lean production on performance supports this. Ultimately, it was discovered that innovative performance served as a good proxy for performance in participative design and engineering. The route coefficient (0.23) of participatory design/engineering on performance supports this. novelty, worth, and applications. This study shows that improved adoption, use, and refinement of SCM techniques will directly improve manufacturing firms' performance—particularly in developing nations. The purpose of this study was to determine how manufacturing organizations' supply chain management practices impact their overall performance. The

impact of supply chain management on Ghanaian manufacturing enterprises is the gap that we are trying to close.

Admire Francis (2020) claims that he looked on how supply chain management affected organizational performance in the food manufacturing industry, specifically looking at businesses that made food in Harare. The study synthesized the body of theoretical and empirical research on supply chain management and organizational performance in order to meet its research goals. The study used positivism in order to extrapolate the results to all of Harare's food manufacturing enterprises. Since a quantitative research methodology offered statistical and numerical analysis of the primary data obtained, it was chosen for the study. Since semi-structured questionnaires allowed for the gathering of a large amount of primary data within the allotted time, they were utilized to obtain pertinent primary data from management and staff. The survey included 260 respondents from all food production enterprises; 235 of them completed the questionnaire successfully, yielding a 90.39 percent response rate. The Statistical Package for Social Sciences (SPSS) version 26 for Windows was used to compile, code, and enter the acquired data. The statistical software was utilized to examine the respondents' demographic characteristics and produce results in the form of frequencies and percentages. To examine the association between the study variables, one-way ANOVA analysis, linear regression, and Pearson correlation were employed. The study found that improving an organization's performance greatly benefits from supply chain management. The study also came to the conclusion that logistics sourcing has improved the companies' market potential and affected supplier knowledge creation and exchange. The study has shown how important supply chain management is to raising an organization's performance. The conclusions led to the recommendation that food manufacturing enterprises concentrate on raising awareness of ICT technologies and their advantages for supply chain management. It's

also important to remember that technology in the manufacturing industry can promote improved integration and information sharing. The report suggests that the organizations that produce food could improve their supply chain management by working harder to implement some important best practices and making sure that all of the procedures are up to date. The application of technology in food manufacturing enterprises' supply chains was the main topic of this study. Our research is exclusively concerned with how supply chain management affects Ghanaian manufacturing enterprises; it is not predicated on the usage of technology.

2.5 Chapter Summary

The secondary literature in this chapter was used. The literature that was obtained from books, journals, articles, and other sources consisted of three reviews: theoretical, conceptual, and empirical. This provided in-depth understanding of the subject matter.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This section is made up of the research design, the target population, sampling technique and sample size, sources of data, research instrument, data collection procedures, data processing and analysis.

3.2 Research Design

Kirumbi (2018) defines research design as a process that combines different study components in a logical and cohesive way. He went on to note that the study design helps researchers effectively solve the research question by acting as a guide for data collection, measurement, and analysis. A scientific issue can be methodically explored through research design

(Creswell, 2019). He went on to say that in order to answer questions as vividly, impartially, accurately, and inexpensively as possible, researchers apply their methodological strategy.

Since a quantitative research approach was used, the researchers used a descriptive study design. In a descriptive research design, which is theory-based, the main goal of the researchers is to provide a description of the research issue. It is used in surveys, case studies, naturalistic observations, and other contexts. Techniques for data collecting, analysis, and sampling are all part of the quantitative research approach. Additionally, they will try to comprehend the material within a particular context. Through the use of structured questionnaires, the researchers gained control over the data.

3.3 Population

The population includes all the people about whom the researchers want to learn more and provide references (Authur, 2020). He went on to say that while gathering data can be a costly endeavour, it is essential to determine the target or relevant audience.

Population is defined by Hughes et al. (2017) as the total set of items that belong to a particular category. The 50 individuals who made up the management and staff of Blue Skies Ghana were the study's population for the purposes of this investigation. The population consisted of the following sections: accounting, procurement, warehousing, and logistics.

3.4 Sample and Sampling Procedure(s)

Sampling strategy is the process by which researchers select study participants from a community (Fink, 2017). The sample strategy that the researchers want to use in this study is called purposeful sampling. Purposive sampling will be utilized to select respondents from the various departments based on their expertise and experience in accordance with the study's needs. The researchers want to employ purposive sampling in order to recruit personnel who possess the requisite comprehension of the impact of supply chain management on Ghana's manufacturing sectors. The sample size of a study refers to the total number of participants or

observations that are included (Boden et al., 2018). They believe that two statistical properties—the study's capacity to draw conclusions and the accuracy of the estimate—are impacted by the sample size. According to (Cleeve, 2021) in order to make conclusions with a fair level of confidence, an accurate sample size is required. According to the sample size determination chart by Krejcie and Morgan (1970), forty-four (44) is the suitable sample size for a population of fifty (50). From Blue Skies Ghana, forty-four (44) respondents were selected to participate in the study. In order to get precise data for the study, the respondents were selected through the use of purposive sampling, taking into account their level of knowledge on the subject.

3.5 Research Instrument

Respondents were asked to complete or provide answers to a series of structured questions that made up the research tool. For the closed-ended multiple-choice questions, the respondents could choose from a list of options based on a 5-point Likert-style rating scale (strongly agree, agree, neutral, disagree, and strongly disagree). This was done to facilitate the data collecting and analysis process and to ensure that the answers that were chosen directly addressed the relevant questions. The questions were divided into two sections: Section A and Section B. The respondents' demographic (personal) data served as the foundation for Section A. Based on the goal of the research, Section B was separated into three areas.

The questions in the first portion dealt with figuring out what supply chain management operations Blue Skies Ghana was involved in.

The questions in the second portion dealt with evaluating the advantages of supply chain management initiatives at Blue Skies Ghana.

The questions in the third portion focused on identifying the difficulties that Blue Skies Ghana's supply chain management activities face.

3.5.1 Sources of Data

The two main information sources for this study were primary and secondary sources.

The primary source of data for the study was organization personnel. The primary data was collected through a fieldwork exercise, utilizing a questionnaire as the main instrument. Primary data collection is preferred, according to Krueger and Neuman (2016), because empirical research shows that it is more reliable because it is collected especially for the study and originates from the original sources. The researchers used published papers and textbooks as secondary sources of data for this investigation. This source is important because it facilitated the student researchers' discovery of some essential information about how supply chain management affects Ghana's manufacturing sectors.

3.5.2 Data Collection Procedures

Questionnaires were used to gather data. Blue Skies Ghana staff members were given the questionnaires in order to gather their replies for the study. They could choose to concur or disagree with claims made inside the acceptable range. This made sure that the responses selected directly addressed the issues at hand and made data collection and analysis easier. For a duration of two weeks, the researchers gathered data.

3.6 Tools for Data Analysis

The information was gathered, examined, and presented using Microsoft Excel in accordance with the research questions. Charts were used in the analysis of the data gathered from the research question. This made the presentation precise and comprehensible so that everyone could understand the interpretations. It was also applied to simplify the interpretation of intricate numerical data. Furthermore, the analysis was designed to draw readers' attention in

order to create an appealing appearance and make it simpler for them to quickly understand the graphs and other relevant statistical tools utilized in the research.

3.7 Chapter Summary

Descriptive research methodology was used in this study. Both qualitative and quantitative data were employed in the study. According to the sample size determination chart by Krejcie and Morgan (1970), forty-four (44) is the suitable sample size for a population of fifty (50). Questionnaires were employed in the study as data gathering tools. A non-probability sampling technique was employed in the sample process (Purposive sampling). Microsoft Excel was used to examine the data.

CHAPTER 4

DATA ANALYSIS AND DISCUSSION

4.1 Introduction

The presentation and analysis of the data from the questionnaires given to the employees of the Blue Skies Ghana departments of purchasing, finance, records, stores, and human resources is the main focus of this chapter.

4.2 Demographics

This section gives a background on the respondent from which data were collected.

Table 4.1 Questionnaires

Departments	Questionnaires Administered	Questionnaires Retrieved	Percentage (%)
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Procurement	10	10	23
Stores	12	12	27
Finance	8	8	18
Records	8	8	18
Human Resource	6	6	14
TOTAL	44	44	100

Source: Field Study, 2023

Responses were collected using forty-four (44) questionnaires. All forty-four (44) questionnaires were retrieved successfully. As a consequence, the questionnaires added up to make a response rate of 100%.

Table 4.2 Bio Data of Respondents

Gender of Respondents		
	Frequency	Percentage (%)
Male	30	68
Female	14	32
TOTAL	44	100
Age of Respondents		
20years-30 years	16	36
31 years-40 years	22	50
Above 41 years	6	14
TOTAL	44	100

Educational Background of Respondents		
HND	7	16
Degree	19	43
Masters	18	41
TOTAL	44	100
Length of Service of Respondents		
Less than 1 year	2	4
1-5 years	10	23
6-10 years	15	34
11-15 years	10	23
Above 15 years	7	16
TOTAL	44	100
Departments Where Respondent's work		
Procurement	10	23
Stores	12	27
Finance	8	18
Records	8	18
Human Resource	6	14
TOTAL	44	100

Source: Field Study, 2023

Table 4.2.2 indicates that there were more men than women working at the organization under investigation. Sixty-eight percent (68%) of the forty-four (44) responses were men, and the remaining thirty-two percent (32%) were women.

Table 4.2.2 shows the frequency distribution of the ages of the respondents. 36% of the respondents fall within the age range of 20-30 years. 50% of the respondents fall within the age range of 31-40 years. 14% of the respondents fall above 41 years.

Table 4.2.2, 7 respondents representing 16% have attained HND, 19 respondents representing 43% have attained a Degree, and 18 respondents representing 41% have attained a Master's.

This implies that the respondents are highly educated and are likely to give reliable information.

The length of service concerning the 44 respondents is summarized in Table 4.2.2 above. 4% have been working with the company for less than 1 year. 23% have been working between 1 and 5 years. 34% have been working between 6-10 years. 23% have been working between 11-15 years. 16% have also been working for more than 15 years.

4.3 Results and Interpretation

Table 4.1 To identify Supply Chain Management activities in Blue Skies Ghana.

STATEMENTS	STRONGLY AGREE (SA)	PERCENTAGE (%)	AGREE (A)	PERCENTAGE (%)	NEUTRAL (N)	PERCENTAGE (%)	DISAGREE(D)	PERCENTAGE (%)	STRONGLY DISAGREE (SD)	PERCENTAGE (%)
Acceleration of profitable innovation by optimizing product designs for supply, production, and sustainability.	13	39	24	55	3	7				
Adoption of demand-driven planning based on real-time demand insights and demand shaping	16	36	26	59						
Building an adaptive supply chain with rapid planning and integrated execution.	12	27	30	68	2	5				
Integration of sales and operations planning (S&OP) with corporate business planning, you can align your supply chain with your company's objectives.	14	32	30	68						
Integrate sustainability into your supply chain management.	26	59	18	41						
Having strategic relationships with suppliers and customers.	25	57	17	39	2	5				

Source: Field Study, 2023

Table 4.1 demonstrates that acceleration of profitable innovation by optimizing product designs for supply, production, and sustainability is a supply chain activity at Blue Skies. Out of a total of forty-four (44) respondents, 39% representing thirteen (13) respondents strongly agreed to the assertion, 55% representing twenty-four (24) respondents agreed to the assertion, 7% representing three (3) respondents were neutral to the assertion. This indicates that the acceleration of profitable innovation by optimizing product designs for supply, production, and sustainability is a supply chain activity at Blue Skies.

Table 4.1 illustrates how Blue Skies' supply chain is involved in the implementation of demand-driven planning, which is based on real-time demand insights and demand shaping. Of the forty-four (44) responses, sixteen (16) respondents strongly agreed with the assertion, and twenty-six (26) respondents agreed with it. 36 percent of the respondents strongly agreed. This suggests that Blue Skies' supply chain is engaged in demand-driven planning, which is based on real-time demand data and demand shaping. Businesses could then adjust their pricing and advertising strategies to further boost profits for a product that is in great demand with limited supply on the market, move more items quicker, shape demand, or enhance revenue. To ensure that your business not only survives, but also develops, you must have the vision to seize opportunities and address challenging situations. The claim is supported by (Muzumdar, 2019).

As Table 4.1 illustrates, one of Blue Skies' supply chain activities is creating an adaptive supply chain with integrated execution and fast planning. Twenty-seven percent of the forty-four (44) respondents strongly agreed with the argument, thirty (30) respondents agreed with it, and five percent of the respondents, or two (2) respondents, were neutral about it. This suggests that one of Blue Skies' supply chain activities is creating an adaptive supply chain with quick planning and coordinated execution. This lends credence to Muzumdar's (2019) claim that it can lessen or even eliminate shocks in the supply chain. Some of the results include increased visibility, enhanced cooperation along the entire value chain, encompassing sourcing and supply, production, shipping, warehousing, and distribution; and quicker decision-making through enhanced analytics and assistance..

Table 4.1 illustrates how Blue Skies' supply chain activities are connected to the company's goals through the integration of sales and operations planning (S&OP) and corporate business

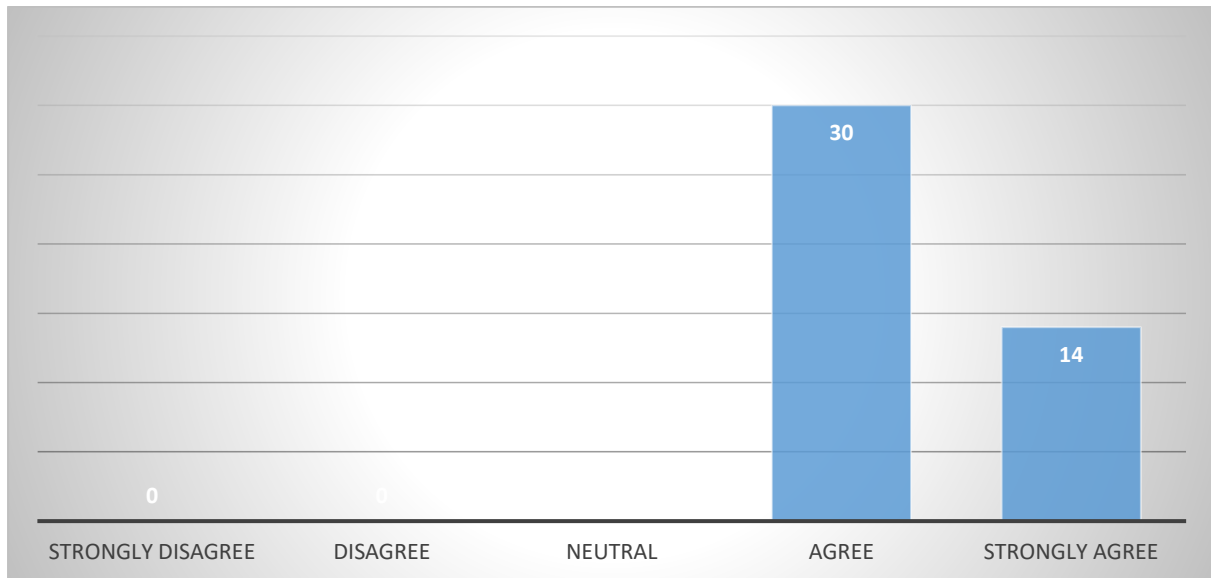
planning. Of the forty-four (44) respondents, thirty (30) respondents and fourteen (14) respondents, respectively, strongly agreed with the proposition (32% and 68% of respondents, respectively). This suggests that as a supply chain activity at Blue Skies, you may match your supply chain with your company's goals by combining sales and operations planning (S&OP) with corporate business planning. This corroborates Muzumdar's (2019) claim that companies can attain the optimal supply and demand balance consistent with their strategic business goals by fusing corporate business planning with S&OP procedures. Real-time visibility into demand, supply, product, risk, and performance is available to the entire extended supply chain as well as the business. These are the essential elements for achievement.

As Table 4.1 illustrates, one of Blue Skies' supply chain activities is the incorporation of sustainability into supply chain management. Of the forty-four (44) respondents, twenty-six (26) respondents (or 59 percent) strongly agreed with the assertion, and eighteen (18) respondents (or 41 percent) agreed with it. This suggests that Blue Skies engages in supply chain activities related to the integration of sustainability into supply chain management.

As Table 4.1 illustrates, Blue Skies' supply chain activities include developing strategic connections with both customers and suppliers. Of the forty-four (44) responses, twenty-five (25) respondents strongly agreed with the argument, seventeen (17) respondents agreed with it, and two (2) respondents were neutral about it. That makes up 57% of the total respondents. This suggests that Blue Skies engages in supply chain activities related to developing strategic connections with suppliers and customers.

4.2 To analyse the benefits of Supply Chain Management activities in Blue Skies Ghana.

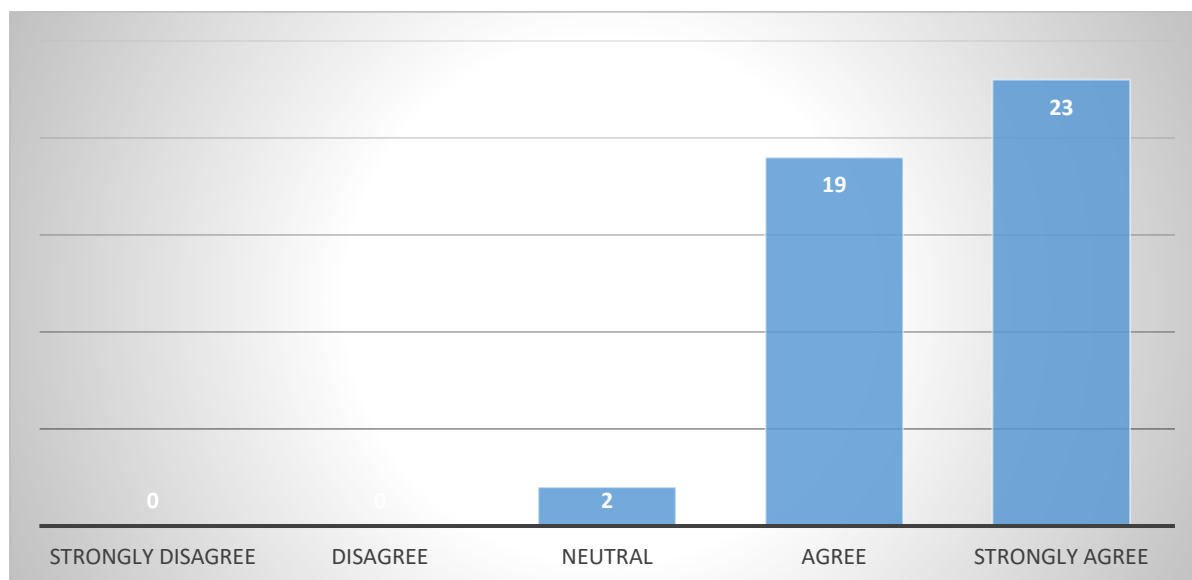
Figure 4.2.1 Supply chain management has an important role to play in moving goods more quickly to their destination



Source: Field Study, 2023

Figure 4.2.1 demonstrates how supply chain management helps Blue Skies by facilitating the faster delivery of items to their destination. 32 percent, or fourteen (14) respondents, strongly agreed with the assertion out of a total of forty-four (44) respondents, and 68 percent, or thirty (30) respondents, agreed with the assertion. This illustrates how supply chain management may help Blue Skies by facilitating the faster delivery of items to their destination.

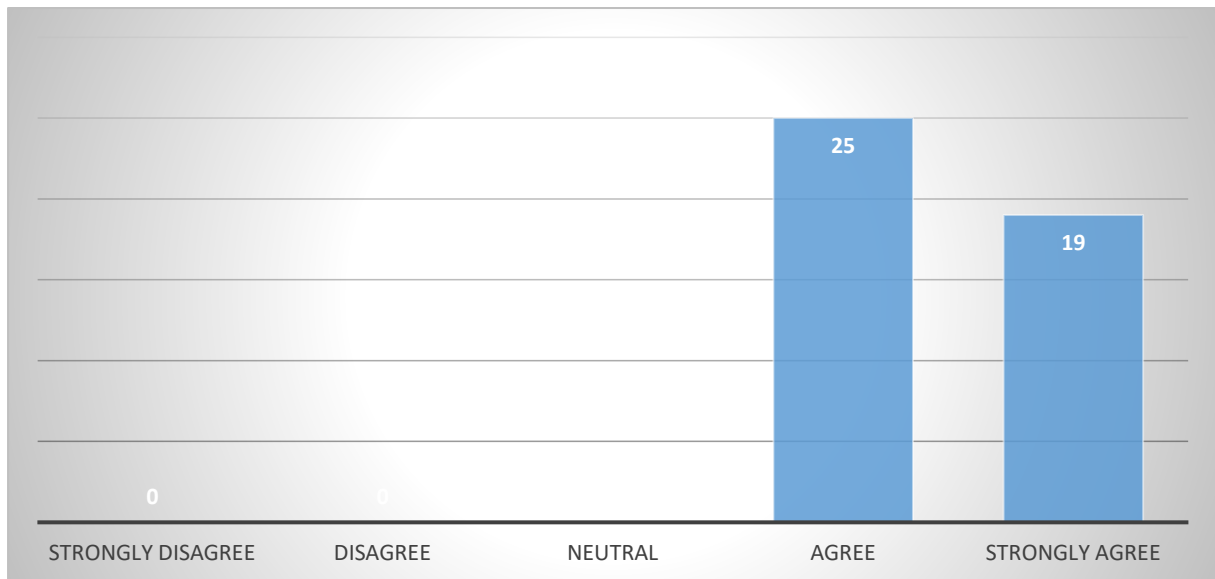
Figure 4.2.2 Supply chain management activities reduce the cost of obtaining suppliers



Source: Field Study, 2023

Blue Skies benefits from supply chain management initiatives that lower the cost of acquiring vendors, as seen in Figure 4.2.2. 52 percent of the forty-four (44) respondents strongly agreed with the argument, 43 percent agreed with it, and 5 percent disagreed with it, representing the twenty-three (23) respondents out of the total number of respondents. This illustrates how supply chain management initiatives help Blue Skies by lowering the cost of acquiring vendors.

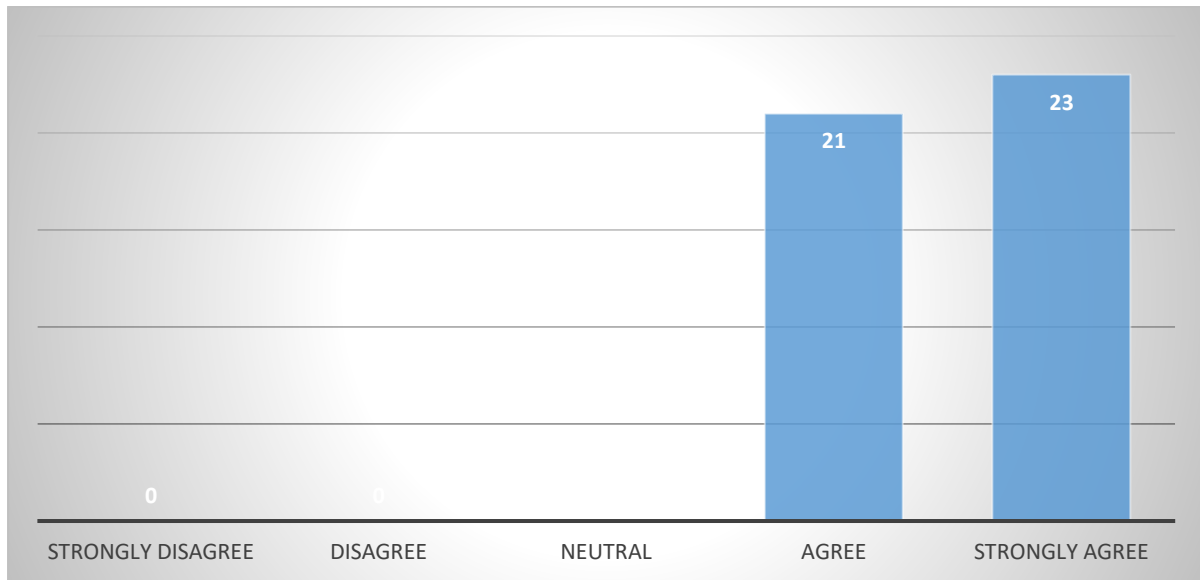
Figure 4.2.3 Managing the supply chain in the institution can agree to harmonize quality standard



Source: Field Study, 2023

One advantage Blue Skies has is that supply chain management results in the harmonization of quality standards, as Figure 4.2.3 illustrates. Of the forty-four (44) respondents, forty-three (19) respondents strongly agreed with the argument, and twenty-five (25) respondents agreed with it, accounting for 57% of the total respondents. This illustrates how supply chain management initiatives help Blue Skies by lowering the cost of acquiring vendors.

Figure 4.2.4 Supply chain management activities eliminate the risk of waste



Source: Field Study, 2023

Figure 4.2.4 shows that a benefit to Blue Skies is supply chain management activities eliminate the risk of waste. Out of a total of forty-four (44) respondents, 52% representing twenty-three (23) respondents strongly agreed with the assertion, and 48% representing twenty-one (21) respondents agreed with the assertion. This demonstrates that a benefit to Blue Skies is supply chain management activities eliminate the risk of waste.

Table 4.3 To examine the challenges of Supply Chain Management activities in Blue Skies

Ghana

STATEMENTS	STRONGLY AGREE (SA)	PERCENTAGE (%)	AGREE (A)	PERCENTAGE (%)	NEUTRAL (N)	PERCENTAGE (%)	DISAGREE(D)	PERCENTAGE (%)	STRONGLY DISAGREE (SD)	PERCENTAGE (%)
As suppliers are squeezed on cost and tight delivery schedules, they may be enticed to cut corners	5	11	39	89						
Technological innovations can markedly improve supply chain visibility and performance	19	43	25	57						
Cyber-attacks are a constant threat and can result in exposure to stolen confidential information	22	50	22	50						
Competition is fierce and cutting costs is often a necessity to maintain an edge in managing the supply chain in the institution	5	11	33	75	6	14				
In the drive to reduce costs, supply chain management activities can become very	25	57	19	43						

complex, creating an intricate web of global third parties										
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Source: Field Study, 2023

Table 4.3 demonstrates that as suppliers are squeezed on cost and tight delivery schedules, they may be enticed to cut corners serves as a challenge faced at Blue Skies. Out of a total of forty-four (44) respondents, 11% representing five (5) respondents strongly agreed to the assertion, and 89% representing thirty-nine (39) respondents agreed to the assertion. This indicates that as suppliers are squeezed on cost and tight delivery schedules, they may be enticed to cut corners serves as a challenge faced at Blue Skies.

Table 4.3 demonstrates whether technological innovations can markedly improve supply chain visibility and performance is a challenge faced at Blue Skies. Out of a total of forty-four (44) respondents, 43% representing nineteen (19) respondents strongly agreed to the assertion, and 57% representing thirty-five (25) respondents agreed to the assertion. This indicates that technological innovations can markedly improve supply chain visibility and performance but it is not a challenge faced at Blue Skies.

Table 4.3 demonstrates that cyber-attacks are a constant threat and can result in exposure to stolen confidential information is a challenge faced at Blue Skies. Out of a total of forty-four (44) respondents, 50% representing twenty-two (22) respondents strongly agreed with the assertion, and 50% representing twenty-two (22) respondents agreed with the assertion. This indicates that cyber-attacks are a constant threat and can result in exposure to stolen confidential information is a challenge faced at Blue Skies.

Table 4.3 demonstrates that a challenge faced by Blue Skies is fierce competition and cost-cutting is often a necessity to maintain an edge in managing the supply chain in the institution. Out of a total of forty-four (44) respondents, 11% representing five (5) respondents strongly agreed to the assertion, 75% representing thirty-three (33) respondents agreed to the assertion, 14% representing six (6) respondents were neutral to the assertion. This indicates that a challenge faced by Blue Skies is fierce competition and cost-cutting is often a necessity to maintain an edge in managing the supply chain in the institution.

Table 4.3 demonstrates that in the drive to reduce costs, supply chain management activities can become very complex, creating an intricate web of global third parties that serve as a challenge for Blue Skies. Out of a total of forty-four (44) respondents, 57% representing twenty-five (25) respondents strongly agreed with the assertion, and 43% representing nineteen (19) respondents agreed with the assertion. This indicates that in the drive to reduce costs, supply chain management activities can become very complex, creating an intricate web of global third parties that serve as a challenge for Blue Skies.

4.4 Chapter Summary

This chapter was where the analyzed data gathered from the respondents of the case study where interpreted and discussed. The discussions was done based on the specific objectives of the study.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The key findings, conclusions, and suggestions from the study are summarized in this chapter.

5.2 Summary of findings

The investigation produced the following conclusions. The results are displayed in accordance with the study's goals:

5.2.1 To identify Supply Chain Management activities in Blue Skies Ghana.

Based on information obtained from respondents, Blue Skies' supply chain activity involves the acceleration of profitable innovation through product design optimization for production, supply, and sustainability. The study also discovered that Blue Skies' supply chain includes activities related to the implementation of demand-driven planning, which is based on real-time demand analytics and demand shaping. At Blue Skies, a supply chain activity is the integration of sales and operations planning (S&OP) with corporate business planning, which allows you to match your supply chain with your organization's goals. The survey also revealed that Blue Skies' supply chain activities include developing strategic partnerships with suppliers and customers and integrating sustainability into supply chain management.

5.2.2 To analyze the benefits of Supply Chain Management activities in Blue Skies

According to the findings, supply chain management plays a significant part in accelerating the delivery of goods to their destination and benefits Blue Skies by lowering the cost of acquiring suppliers. The research also revealed that supply chain management practices have the advantage of lowering supplier acquisition costs and removing waste risk. Sky Blue Ghana.

5.2.3 To examine the challenges of Supply Chain Management activities in Blue Skies Ghana

Blue Skies Ghana faces a hurdle in that suppliers may be tempted to take corners due to cost pressures and tight delivery timelines, as evidenced by the data collected from the respondents. Additionally, Blue Skies Ghana has challenges from intense rivalry and cost-cutting, which are frequently required to maintain an advantage in managing the institution's supply chain. The research findings indicate that Blue Skies faces a difficulty as supply chain management activities might become complex due to cost-cutting efforts, resulting in an intricate web of worldwide third parties.

5.3 Conclusion

With an emphasis on Blue Skies Ghana, this study has illuminated the important effects of supply chain management (SCM) on Ghana's industrial sector. Supply chain management (SCM) has become a critical component of industrial businesses' performance and sustainability because of its vital role in process optimization, ensuring efficiency, and maximizing value along the whole supply chain. The supply chain network needs efficient communication and information exchange to establish synchronization and minimize disruptions.

In conclusion, Blue Skies Ghana has found that long-term success in Ghana's industrial sector, operational effectiveness, and competitive advantages all depend on effective supply chain management. The positive benefits of supply chain management on the manufacturing environment in Ghana and abroad will be strengthened by the implementation of best practices, continual innovation, and a commitment to moral and ethical business practices.

5.4 Recommendation

The researchers' conclusions led them to urge that Blue Skies Ghana invest in and utilize state-of-the-art supply chain management (SCM) technology, such as enterprise resource planning (ERP) systems, ICT devices, and data analytics tools. Operations are ultimately optimized

through supply chain-wide enhancements in real-time forecasting, monitoring, and decision-making.

It is advised that Blue Skies Ghana provide employees who work in SCM with regular opportunity for training and development. Assign them the skills and knowledge required to adapt to evolving SCM practices and make efficient use of cutting-edge technology for improved decision-making.

It is recommended that Blue Skies Ghana develop a comprehensive risk management strategy in order to identify, assess, and minimize supply chain risks. Make backup plans to handle unanticipated event-related disruptions, guaranteeing business continuity and mitigating possible damages.

5.5 Chapter Summary

The conclusions drawn from the collected and analyzed data were covered in this chapter. It also included recommendations derived from the study's findings and the study's conclusion.

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APPENDIX

KOFORIDUA TECHNICAL UNIVERSITY (KTU)

QUESTIONNAIRES FOR STAFF OF BLUE SKIES GHANA

This is to kindly request you to devote at least some minutes of your day's program in order to complete this questionnaire. The purpose of this questionnaire is purely to fulfil an academic requirement. Your views will therefore be highly valuable in the study. All the information provided will be treated with the privacy and confidentiality it deserves accordingly

Thank you for your co-operation

PART A: RESPONDENTS PROFILE

1. Please indicate your gender

Male [] Female []

2. Please indicate your age

20-30 years []

31-40 years []

Above 41 years []

3. What is your highest level of your academic qualification?

HND []

Degree []

Masters []

PhD []

If others (Specify)

4. How many years have you worked with the current institution?

Less than 1 year []

1-5 years []

6-10 years []

11-15 years []

Above 15 years []

5. Department

PART B

Using the scale below, please tick your level of agreement or disagreement for the following questions:

1 – Strongly Disagree (SD), 2- Disagree (D), 3- Neutral (N), 4 – Agree (A), 5 – Strongly Agree (SA).

1. To identify Supply Chain Management activities in Blue Skies Ghana.

Statements	SD	D	N	A	SA
1. Acceleration of profitable innovation by optimizing product designs for supply, production, and sustainability.	1	2	3	4	5
2. Adoption of demand-driven planning based on real-time demand insights and demand shaping	1	2	3	4	5
3. Building an adaptive supply chain with rapid planning and integrated execution.	1	2	3	4	5
4. Integration of sales and operations planning (S&OP) with corporate business planning, you can align your supply chain with your company's objectives.	1	2	3	4	5
5. Integrate sustainability into your supply chain management.	1	2	3	4	5
6. Having strategic relationships with suppliers and customer.	1	2	3	4	5

ii. To analyses the benefits of Supply Chain Management activities in Blue Skies Ghana.

Statements	SD	D	N	A	SA
1. Supply chain management has an important role to play in moving goods more quickly to their destination	1	2	3	4	5
2. Supply chain management activities reduces the cost of obtaining suppliers	1	2	3	4	5
3. Managing supply chain in the institution can agree to harmonize quality standard	1	2	3	4	5
4. Supply chain management activities eliminates the risk of waste	1	2	3	4	5

iii. To examine the challenges of Supply Chain Management activities in Blue Skies

Ghana

Statements	SD	D	N	A	SA
1. As suppliers are squeezed on cost and tight delivery schedules, they may be enticed to cut corners	1	2	3	4	5
2. Technological innovations can markedly improve supply chain visibility and performance	1	2	3	4	5
3. Cyber-attacks are a constant threat and can result in exposure to stolen confidential information	1	2	3	4	5
4. Competition is fierce and cutting costs is often necessary to maintain an edge in managing supply chain in the institution	1	2	3	4	5
5. In the drive to reduce costs, supply chain management activities can become very complex, creating an intricate web of global third parties	1	2	3	4	5

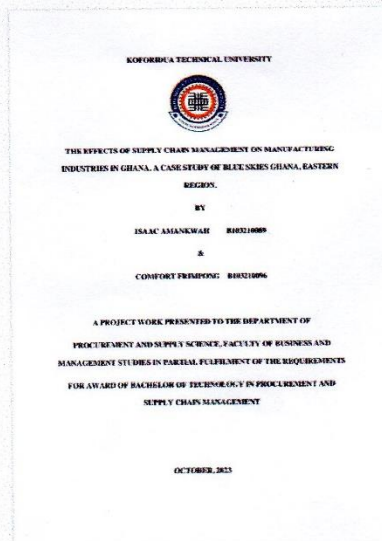


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