

Sudan University of Science and Technology
Deanship of Quality & Development
Quality & Excellence Center



Dissertation in partial fulfillment of the requirements of the M. Sc. Degree in
Total Quality Management

Impact of Supplier-manufacturer and Supplier- customer
Relationships on Customer Satisfaction

Case Study: Hippocrates Medical Enterprises 2014-2015

العلاقة بين المصنع والمورد والمورد والعميل وأثرها في أرواء العميل
دراسة حالة " أعمال أبقراط الطبية "

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By:

Eihab Ali Eltayeb Babiker

Supervised:

Dr. Afaf Ahmed Mohammed Husain

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Approval Page

Name of Candidate: ... Eynab A. Li. E. Ltayeb Babiker

Thesis title: ... The Impact of Supplier Manufacturer and Supplier - Customer Relationship on Customer Satisfaction

Approved by:

1. External Examiner

Name: ... Dr. Abdelsalam Abdelmagid

Signature: ... Date: 14/9/2015

2. Internal Examiner

Name: ... Al. A. B. Rahman Al.

Signature: ... Date: 14.9.2015

3. Supervisor

Name: ... Afaf Ahmed Mohamed

Signature: ... Date: 14.9.2015



Sudan University of Science and Technology
College of Graduate Studies



Declaration

I, the signing here-under, declare that I'm the sole author of the (M.Sc.) thesis entitled..... *Impact of supplier-manufacturer and Supplier-customer Relationships on Customer Satisfaction - Case study = Hippocrates Medical Enterprises 2014-2015*

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Candidate's name: *Eihab Ali Eltayeb Babiker*

Candidate's signature: *[Signature]* Date: *29-10-2015*

إقرار

..... أنا الموقع أدناه أقر بأنني المؤلف الوحيد لرسالة الماجستير المعنونة

.....

.....

وهي منتج فكري أصيل . وباختياري أعطى حقوق طبع ونشر هذا العمل لكلية الدراسات العليا - جامعه السودان للعلوم والتكنولوجيا، عليه يحق للجامعة نشر هذا العمل للأغراض العلمية .

..... اسم الدارس :

..... توقيع الدارس : التاريخ :

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Handwritten Arabic calligraphy of the Basmala (Bismillah) in a stylized, bold script. The text is arranged in a circular, slightly tilted format. The letters are thick and black, with prominent horizontal strokes. Small, decorative elements like dots and lines are scattered around the main text, particularly above and below the letters. The overall style is reminiscent of traditional Islamic calligraphy, possibly a form of Maghribi or Thuluth script.

Dedication

I would like to dedicate my research to:-

My father who presented me a lot of Helping in this life.

My mother she is all things to me in this life.

My sister Samah and her daughter for providing help me.

All my teachers and colleagues.

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I sincerely thank my advisor, Dr. Afaf Ahmed for her insightful comments, professional guidance and detailed advice throughout the development of this thesis.

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I am also grateful to my extended family for their enthusiasm, warm-hearted encouragement and unfailing moral support.

I would like to express my particular gratitude to my late father, whose words still echo in my ears: "you will do it; I'm sure, keep going on".

Finally, I wish to acknowledge all the teachers, lecturers and students who have completed the questionnaires, the semi-structured interview and who have been observed by me, through long hours. My thanks especially go to those teachers who allowed me to record their classes and agreed to make an interview with me in Sudan.

Abstract

This study tackled the type of relations between the supplier and manufacturer and between the Supplier and customer and its impact on the Customer Satisfaction in Hippocrates Medical Enterprises since 2014-2015. The study aimed at getting acquaintance with the impact of partnership and the supplier on the findings of the customer satisfaction, the partner and supplier role in the institutional performance and strengthen by the customer satisfaction.

The study used the questionnaire which was designed and distributed to the company's employees, whose number is fifteen for the obtainment of a full picture.

This data was designed to cover the first criterion of the EFQM model and accordance with all the sub-criterion. The collected and analyzed data was processed through the use of the statistical package of social science (SPSS), to reach a verification of hypotheses:

- A. The relationship between the manufacturer and the supplier does not affect customer satisfaction.
- B. The relationship between the supplier and the customer does not affect customer satisfaction.
- C. The relationship between each of the manufacturer - supplier and supplier - customer does not affect the organization's performance.

In the view of the hypotheses the findings arrived the depth of the relation between the customer satisfaction and the leadership criterion in the European model of the excellence. It was proved that among the five sub-criterion of the leadership criterion. The third sub-criterion (c) the relation with the customers and partners, and the representative of the commonly had the deepest impact. This proves the hypotheses.

The study recommended that the objectives of manufacture-supplier must be include customer satisfaction for continue improvement, and that should be enough time for planning ,ongoing, monitoring, assessment and feedback, so that will not diminish the value for money and the impact of this company.

المستخلص

تناولت الدراسة نوع العلاقة بين المورد والمصنع وبين المورد والعميل واثرها على رضا العميل في اعمال أبقراط الطبية في الفترة الزمنية من 2014-2015. وهدفت الدراسة إلى التعرف على أثر الشراكات والموردين على نتائج رضا العملاء، دور الشركاء والموردين في الاداء المؤسسي وتعزيز رضا الزبائن . استخدمت الدراسة الإستبانة وصممت ووزعت على موظفي الشركة البالغ عددهم خمسة عشر موظفا للحصول على صورة كاملة. وقد صممت هذه البيانات لتغطية المعيار الأول للنموذج EFQM وفقا لجميع المعايير الفرعية. وتمت معالجة البيانات التي تم جمعها وتحليلها باستخدام الحزمة الإحصائية (SPSS) للتوصل إلى التحقق من الفرضيات:

أ. لا تؤثر العلاقة بين المصنع والمورد علي رضا العملاء.

ب. لا تؤثر العلاقة بين المورد والعميل علي رضا العملاء.

ج. لا تؤثر العلاقة بين كل من المصنع والمورد- والمورد والعميل على أداء المؤسسة.

وتوصلت النتائج على ضوء الفرضيات على عمق العلاقة بين رضا العملاء ومعيار القيادة في نموذج

التميز الاوربي، ثبت أن من بين المعايير الخمسة الفرعية لمعيار القيادة - المعيار الفرعي الثالث (ج) - التفاعل مع العملاء والشركاء وممثلي المجتمع له أعمق الأثر. والذي يثبت الفرضية.

من مناقشة نتائج تحليل البيانات التي توصلت إليها أن علاقة المصنع - المورد لها تأثير إيجابي على

رضا العملاء، والعلاقة بين المورد والعميل تؤثر إيجابا على رضا العملاء، وكذلك العلاقة بين كل من

المصنع-المورد والمورد-العميل لها تأثير فعال علي اداء المؤسسة.

وأوصت الدراسة بأن تتضمن أهداف الشركة المصنع - المورد التحسين المستمر لنيل رضا

العملاء، وينبغي أن يكون هناك ما يكفي من الوقت للتخطيط، والمراقبة المستمرة، والتقييم

والتغذية الراجعة، بحيث لن يقلل من قيمة المال وأثرها على الشركة.

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List of Abbreviations

JIT	<i>just-in-time</i>
EFQM	<i>European Foundation for Quality Management</i>
CRMQ	<i>Customer Relationship Management Quality</i>
SD	<i>Sudan</i>
SMME	<i>Small, Medium & Micro Enterprise</i>
RADAR	<i>Result Approach Deployment Assess Refine</i>
PFI	<i>Priorities For Improvement</i>
HME	<i>Hippocrates Medical Enterprises</i>

CHAPTER ONE

INTROUCTION

CHAPTER ONE

Introduction

1.1 Introduction

Globalization and competitiveness are major challenges in almost all Organizations and managers are seeking modern approaches to gain more Competitive advantages. Considering these circumstances, issues such as strategic Management becomes important.

One of the most important factors for the success of an enterprise is its customers. Without them, a business cannot exist. But to capture customers, a business must try to find out what people want, how much and how often they will buy and how their post-purchase satisfaction will be ensured.

Many companies approach customer satisfaction in a narrow way by confining quality considerations to the product alone. Whereas, service connected with the product are frequently over looked, such as packaging, timely and accurate shipping and ability to meet deadline matters.

Customer satisfaction is not an objective statistics but more of a feeling or attitude. If a customer is happy with a product or a service it has hired or purchase they will pay their bills promptly, which greatly improves cash flow-the life blood of any organization. Customers that are satisfied will increase in number, buy more, and buy more frequently.

An organization spends substantial portion of every dollar on the purchase of raw materials, components, and services. In fact, 60% of cost goods sold is consisted of purchased goods. Therefore, supplier quality can substantially affect the overall cost of a product or service. One of the keys to obtaining high-quality products and services is for the customer to work with suppliers in a partnering atmosphere to achieve the same quality level as attained within the organization.

Customers and suppliers have the same goal-to satisfy end user. The better the supplier quality, the better the supplier's long-term position, because the customer will have better quality. Because both the customer and suppliers have limited resources, they must work together as partners to maximize their return on investment.

There have been number of forces that have changed supplier relations. Prior to the 1980s, procurement decisions were typically based on price, there by awarding contracts to lowest bidder. As a result, quality and timely delivery were sacrificed. One force, Deming's fourth point, addressed this problem. He stated that "customers must stop awarding business based on the low bidder because price has no basis without quality". In addition, he advocated single suppliers for each items to help develop a long-term relationship of loyalty and trust. These actions will lead to improved products and services.

Another force changing supplier relations was the introduction of the just-in-time (JIT) concept. It calls for raw materials and components to reach the production operations in small quantities when they are needed and not before. The benefit of JIT is that inventory-related costs are kept to minimum. Procurement lots are small and delivery is frequent. As a result, the supplier has many more process setups, thus becoming a JIT organization itself. The supplier must drastically reduce setup time or its cost will increase. Before there is little or no inventory, the quality incoming material must be very good or the production line will be shut down. To be successful, JIT requires exceptional quality and reduced setup time.

The practice of continuous process improvement has also caused many suppliers develop partnership with their customers. A final force is ISO 9000, which is mandated by the major automotive assembly firms. Specifically, first tier and tiers subsequent to the OEMs must maintain supply chain development through three key

factors: zero defects, 100% on-time delivery, and a process for continuous improvement.

These forces have changed adversarial customer-supplier relationship into mutually beneficial partnerships. Joint efforts improve quality, reduce costs, and increase market share for both parties.

Dr. Kaoru Ishikawa has suggested 10 principles to ensure quality products and services and eliminate unsatisfactory conditions between the customer and the supplier:

1. Both customers and the suppliers are fully responsible for the control of quality.
2. Both the customer and supplier should be independent of each other and respect each other's independence.
3. The customer is responsible for providing the supplier with clear sufficient requirements so that supplier can know precisely what to produce.
4. Both the customer and the supplier should enter into a non adversarial contract with respect to quality, quantity, price, delivery method, and terms payments.
5. The supplier is responsible for providing the quality that will satisfy the customer and submitting necessary data upon customer's request.
6. Both the customer and the supplier should decide the method to evaluate the quality of the product or service to the satisfaction of both parties.
7. Both the customer and the supplier should establish in the contract the method by which they can reach an amicable settlement of any disputes that may arise.

8. Both the customer and the supplier should continually exchange information, sometimes using multifunctional teams, in order to improve the product or service quality.
9. Both the customer and the supplier should perform business activities such as procurement, production, and inventory planning, clerical work, and systems so that an amicable and satisfactory relationship is maintained.
10. When dealing with business transactions, both the customer and supplier should always have the best interest of the end user in mind.

Although most of the principles are common sense, a close scrutiny shows that a true partnering relationship exists with long-term relationship, where each party preserves their identity and independence.

Verify provides supplier quality assurance services to customers seeking to recover, assure or improve supplier performance. These services can employ a broad range of quality techniques and tools, depending on customer objectives and supplier situations. From a single supplier anomaly to a major supply chain initiative, Verity's quality technical specialists and supplier managers can evaluate and improve quality and business processes to ensure compliant product is delivered on time

Verify product verification examines purchased products at the supplier facility to validate conformance to all customer requirements. Product verification minimizes risk, especially when suppliers have a history of performance issues or when products are critical, complex or expensive.

As the health care industry strains the nation's financial resources it has come under increased pressure to provide evidence of quality controls and quality improvements. Increasing evidence that the service aspects of health care are closely linked to health care outcomes has caught the attention of industry leaders.

The current health care consumer is better educated and the best informed it has ever been. Consumers demand that the service industries accommodate their busy life styles and fulfill their need for information. Health care organizations must address those aspects of service that consumers most readily appreciate: access to care, relationships between physicians, meaningful and understandable information, and participation in their own health care and treatment decision making processes. Without a doubt, consumerism will have a significant impact on shaping the health care industry as it has had on all other aspects of business.

Although the perspective of health care professionals is widely regarded to be important and useful, other factors of quality have also emerged to be of significance. The most important change has been the recognition that health care service must respond to the preferences and values of the consumers of the industry, and that their opinions about care are important indicators of its quality. In addition, there is increasing recognition of the complex nature of the service and the need to satisfy the demands of not only the ultimate consumer (patient) but also the internal consumers of the resources that make up the health care industry.

1.2 Research Statement Problem

The successful organization plan and manage partnerships and suppliers to support their strategy, goals and effective operation processes, therefore organization fail to sustain their benefits as result of un effective managing of suppliers and partnerships.

1.3 Research Objectives

There are three objectives of research: -

1. To identify the impact of manufacturer-suppliers on customer satisfaction results.
2. To identify the role of supplier-customer relationship on an organizational performance.
3. To enhance customers satisfaction.

1.4 Research Hypotheses

1. The manufacturer-supplier relationship does not influence customer satisfaction.
2. The supplier-customer relationship does not influence customer satisfaction.
3. Both manufacturer-supplier and supplier-customer relationships do not influence the organization performance.

1.5 Research Methodology

In this we will use the descriptive analysis because it is fit with the nature of subject we are discussing.

1.6 Data Collection

Researcher depends on the following sources of information

1.6.1 The primacy sources

- Face to face interviews.
- Survey Questionnaires.

1.6.2 The secondary sources

- Reports and records of the institutions and the relevant authorities.
- Specialized studies in the field of research.
- Research and academic studies and references.

1.7 The Search limits:

1.7.1 Temporal limits: 2014 - 2015

1.7.2 Spatial limits: State of Khartoum

1.8 Previous studies:

Ishag, Wisal Tawfig¹:

Customer satisfaction is the ultimate goal that all Sudanese organizations are aiming at. It takes a lot of enablers to reach that goal. It takes the whole management system to be devoted to, and the integration of leadership, people, resources, policy, strategy, and processes. This dissertation focused on the most effective enabler, LEADERSHIP! A survey was conducted using a simple questionnaire designed and distributed over five organizations randomly for both top management and employees to get the complete picture. Confidentiality was guaranteed for the information taken. The statements were designed to cover the first criterion of The EFQM model and were tailored to suit all its sub criteria. The data collected was processed and analyzed using SPSS statistic package. The results obtained reflexes the depth in relation between customer satisfaction and the different sub criteria of leadership; it mostly proved that among the five sub criteria of leadership the third sub criterion (c) -- interact with customers, partners and representatives of society.-- has the deepest impact .And that proves the hypothesis. The survey did not conduct a professional assessment as known to assessors, but used the questionnaire to collect data from respondents.

Almahi, Badreldien Babiker²:

This research of examines the relationship between the Customer Relationship Management Quality (CRMQ) in terms of variables such as trust, commitment, communication, conflict handling and customer loyalty with respect to attitude and

¹ Wisal Tawfig Ishag; Hadi El tigani, Impact of leadership on customer's satisfaction in Sudanese organizations, Khartoum: Sudan University of science and technology, Medical radiologic Science, 2010

² Badreldien Babiker Almahi; Siddig Balal Ibrahim, The Impact of Customer Relationship Management Quality on Customer Loyalty A Study on Sudanese Banks Sector, Khartoum: Sudan university of science and technology, computer science, 2012.-95p: ill; 28cm; M.Sc.

behavior in Sudanese banking sector. The descriptive method is applied in this research. The population of the research is collected from various banks customers. The result shows that communication and conflict handling have significant relation with behavior loyalty, while other variables of CRMQ have positive significant relation with attitude loyalty except communication variable. The study also provides suggestion for further researches.

Yousif Hassan Yousif¹:

Like many other airlines, Sudan Airways (SD) is at across roads, the political, social and business world are changing at a pace we have never experienced before. These developments and the breakneck speed with which they are happening are forcing companies emphasize the importance of customer services and satisfy them.

Sudan Airways since its establishment in 1947 has been subjected to many problems. The impact of these problems is reflected on the following challenges: poor customer service, poor company image, and poor profitability. Therefore, this study aims to investigate Sudan Airways (SD) marketing performance from customer point of view and to know to what extent (SD); satisfy its customers.

The study is built around two main hypotheses, poor on time performance has negative effect on SD image, and low customer expectation regarding SD performance contributed significantly to customer satisfaction.

As far as methodology used is concerned, respondents were asked to complete series of scales which measure their expectations for Sudan Airways (SD) service on a wide array of specific service characteristics much as price, in-flight service, punctuality, excess baggage and safety. Moreover, respondents were asked to measure the relative importance of the above variables. Subsequently respondents were asked ‘to record their perceptions of the company’s performance on those same criteria.

¹ Yousif Hassan Yousif, customer satisfaction measurement, University of Khartoum, PHD, (2002)

The data used in this study was obtained through questionnaires, interviews and company internal records. The analysis of these data showed that Sudan Airways (SD) is not “doing best what matters most to customers”, since it achieved low punctuality records as measured by customers.

Poor performance of SD is attributed to firstly managers and staff of the company do not have an accurate understanding of customer’s needs and priorities. Secondly, the attitude and behavior SD staff is far away from achieving total customer satisfaction. Finally, some level of dissatisfaction because customer's perception of SD performance may differ from reality.

The conclusion is that prompt actions are needed to achieve better performance. The first priority for improvement punctuality. Moreover, managers and employees must be trained to develop new attitudes toward customer by emphasizing the airline was in businesses H satisfy their needs.

Nancy Nuntsu, Dimitri Tassiopoulos, Nimish B Shukla, Self-Assessment of performance excellence of SMMEs in Buffalo City,¹ They need to manage and promote continuous performance improvement in the SMME sector. This is critical for enhancing overall competitiveness and to gear up for a high quality in product and services that could be compared to the SMME’ s of developed countries. Against this background, the SAEF (South African Excellence Foundation) model was used to determine the level of performance excellence of three SMME’ s, namely a private educational institution, a retail clothing company and a Bed and Breakfast establishment, all based in Buffalo City. The criteria for assessment of performance excellence included: leadership, strategy and planning, customer and market focus, people management, resources and information management, processes, social responsibility, customer satisfaction, people satisfaction supplier and partnership

¹ Nancy Nuntsu, Dimitri Tassiopoulos, Nimish B Shukla, Self-Assessment of performance excellence of SMMEs in Buffalo City, , South Africa

performance and results. All these criteria are in line with international criteria for assessment of performance excellence. Trends in performance in each of the criteria were assessed and scored. The actual scores were: 350 (private educational institution), 465 (clothing retail company) and 533 (bed and breakfast establishment) against a weighted score of 1000 each. The results of the performance excellence assessment were beneficial to the SMME entrepreneur in the following ways:

- Linking activities with results
- Learning about current strengths and areas of improvement
- How to progress towards performance excellence
- Compare performance with own results
- Compare performance with other similar SMME's
- Set targets for improvement
- Focus resources on improvement activities

Regular assessment could provide SMME's with an integrated, results-oriented framework for implementing and assessing processes for managing all operations. Consequently, this would lead to overall improvement and sustainability of the Semmes. The analysis, however, of the case-studies show that the SAEF model needs further refinement in order to accurately measure SMME performance excellence, as some of the criteria are more appropriate for larger corporations.

Richard Hallam¹:

Successful partnerships between policy makers and deliverers, providers and recipients, can be both strategic and operational. Partnerships can operate in

¹ Richard Hallam , Effective Partnership Working in Music Education: Principles and Practice, 2009

several different ways at the same time. Joint programmes achieve more than each organisation or individual can achieve separately. The impact on children and young people can be profound if the quality of musical experiences provided is high; and there is benefit to young people, their families, musicians and teachers, the whole school and the community. Effective partnership working takes account of context; requires good communication, time, leadership, mutual trust, clarity of roles and responsibilities and the support of senior management. Training needs must be identified and addressed. Planning, monitoring and evaluation are crucial and a shared ethos and sense of purpose are essential. The paper draws on evidence for effective partnership working in music education and concludes that young people can access a more meaningful and worthwhile music education programme if the strengths of different partners are effectively harnessed and deployed. Practical suggestions are offered.

Take advantage of the previous studies in the following:

1. Identify some of the sources and references that you used in the current discussion
2. In organizing the theoretical side of the study.
3. Choose the appropriate approach, since the descriptive approach is the most appropriate approach to conduct this type of study.
4. Researcher deduced from previous studies statistical side in selecting the most appropriate statistical treatments for consideration.
5. Researcher also benefited from the practical side (field study), and the steps and procedures, and the presentation and discussion and analysis of data from previous studies.

The current study of previous studies site:

1. All of the studies on the subject were in Arab and foreign environments, and the little ones in the Sudanese environment, which means that this study is the addition of an extension of the previous studies.
2. alone in this study as it aims to provide a comprehensive picture of the impact of the partnerships and suppliers on the results of customer satisfaction, the role of partners and suppliers in corporate performance and enhance customer satisfaction merits.

CHAPTER TWO

LITERATURE REVIEW

CHAPTER TWO

Literature review

2.1 EFQM

EFQM is committed to help organizations drive improvement through the use of the EFQM excellence model.

Believe that the EFQM model is a common framework that helps us all to improve our business, sharing our member's enthusiasm, their motivation and the results they achieve, that is we work for at EFQM¹.

2.1.1 The need for a model:

Regardless of sector, size, structure or maturity, organizations need to establish an appropriate management framework to be successful .The EFQM Excellence model is a practical, non prescriptive framework that enables organization to:

- Assess where they are on the path of excellence.
- Provide a common vocabulary and way of thinking about the organization.
- Integrate existing and planned initiatives, removing duplication and identifying gaps.
- Provide a basis structure for the organization management system.

The EFQM foundation was formed to recognize and promote sustainable success and to provide guidance to those seeking to achieve it.

This is realized through a set of three integrated components which comprise the EFQM Excellence model:

2.1.1.1 The fundamental concepts of excellence:

The under lying principles which are the essential foundation of achieving the sustainable excellence for any organization.

¹ PROINNO EUROPE INNO NETS Partnering forum, EFQM Framework Innovation Agencies, 2012, p 4

2.1.1.2 The EFQM Excellence model:

A frame work to help organizations convert the fundamental concepts and RADAR logic into practice.

2.1.1.3 Radar logic:

A dynamic assessment framework and powerful management tool that provides the backbone to support an organization as it addresses the challenges it must overcome if it's to realize its aspiration to achieve sustainable excellence.

Used appropriately EFQM Excellence model, with associated RADAR Logic and fundamental concepts ,ensure that all the management practices used by an organization from coherent system that is continually improved and delivers the intended strategy for the organization .

The fundamental concepts of excellence:

They can be used as the basis to describe the attributes of an excellent organizational culture, they also serve as a common language senior management.

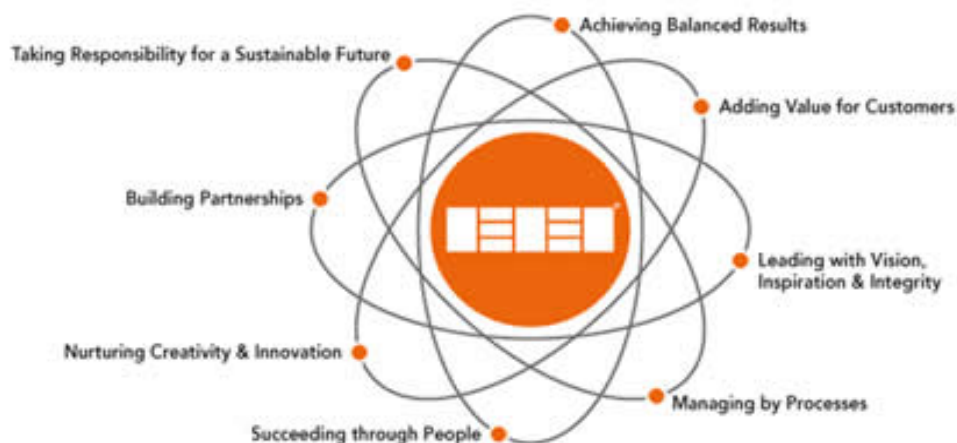


Figure (2.1) the fundamental concepts of excellence

(1)Adding value for customers:

Excellent organization consistently adds value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities.

(2)Creating sustainable future:

Excellent organizations have a positive impact on the world around them by enhancing their performance whilst simultaneously advancing the economic, environmental and social conditions within the communities they touch.

(3)Developing organizational capability:

Excellent organizations enhance their capabilities by effectively managing change within and beyond the organizational boundaries.

(4)Harnessing creativity and innovation:

Excellent organizations generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their stakeholders.

(5)Leading with vision, inspiration and integrity:

Excellent organizations have leaders who shape the future and make it happen, acting as role models for its values and ethics.

(6)Managing with agility:

Excellent organizations are widely recognized for their ability to identify and respond effectively and efficiently to opportunities and threats.

(7)Succeeding through the talent of people:

Excellent organizations value their people and create a culture of empowerment for the achievement of both organizational and personal goals.

(8) Sustaining outstanding results:

Excellent organizations achieve sustained outstanding results that meet both the short and long term needs of all their stakeholders, within the context of their operating environment.

2.1.2 The Criteria:

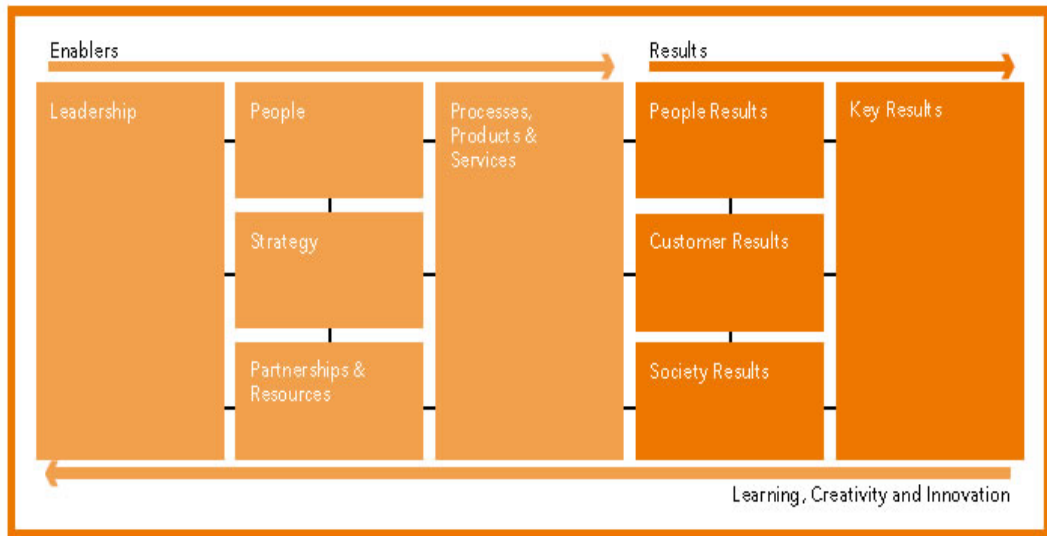


Figure (2.2) the Criteria

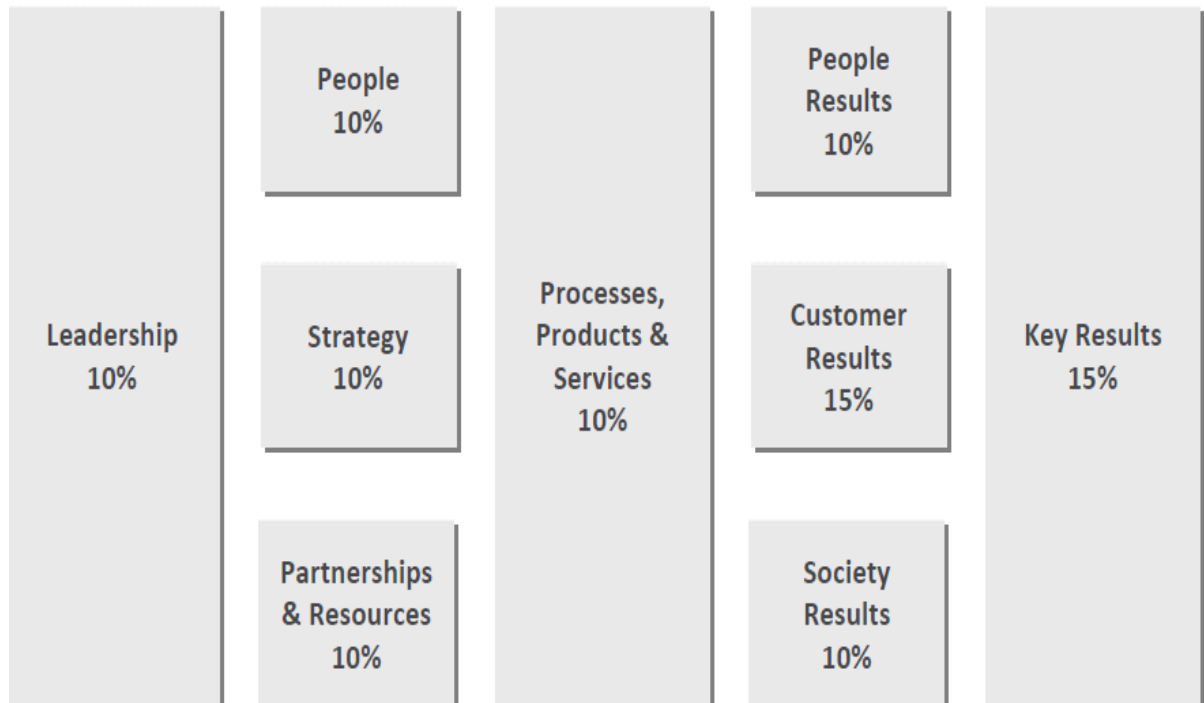


Figure (2.3) Balancing the Weightings

2.1.2.1 Leadership:

Excellent organizations have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organization to anticipate and react in a timely manner to ensure the ongoing success of the organization.

1. a: Leaders develop the mission vision, values and ethics and act as role models.

1. b: Leaders define ,monitor ,review and drive the improvement of the organization ,s management system and performance.

1. c: Leaders engage with external stakeholders .

1. d: Leaders reinforce a culture of excellence with the organizations people.

1. e: Leaders ensure that the organization is flexible and manages change effectively.

2.1.2.2 Strategy:

Excellent organizations implement their mission and vision by developing stakeholders focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.

2. a: Strategy is based on understanding the needs and expectations of both stakeholders and the external environment .

2. b: Strategy is based on understanding the internal performance and capabilities.

2. c: Strategy and supporting policies are developed ,reviewed and updated.

2. d: Strategy and supporting policies are communicated ,implemented and monitored.

2.1.2.3 PEOPLE:

Excellent organization values their people and creates a culture that allows the mutually beneficial achievement of organization and personal goals. They develop the

capabilities of their people and promote fairness and equality .They care for communication, reward and recognize in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the organization.

3. a: people plans support the organization's strategy.

3. b: : People's knowledge and capabilities are developed.

3. c: People are aligned ,involved and empowered.

3. d: People communicate effectively through the organization.

3. e: People are rewarded ,recognized and care for.

2.1.2.4 PARTNERSHIP AND RESOURCES:

Excellent organizations plan and manage external partnership, suppliers and internal resources in order to support their strategy, policies and effective operation of processes. They ensure that they effectively manage their environmental and social impact.

4. a: Partners and suppliers are managed for sustainable benefit .

4. b: Finance are managed to secure sustained success.

4. c: Buildings ,equipments ,materials and natural resources are managed in a sustainable way.

4. d: Technology is managed to support the delivery of strategy.

4. e: Information and knowledge are managed to support effective decision making and to build the organization's capability .

2.1.2.5 PROCESSES, PRODUCTS AND SERVICES:

Excellent organizations design, manage and improve processes, products and services to generate increasing value for customers and other stakeholders.

Excellent organizations design, manage and improve processes, products and services to generate increasing value for customers and other stakeholders.

5. a: Processes are designed and managed to optimize stakeholder value.

5. b: Products and services are developed to create optimum value for customers.

5. c : Products and services are effectively promoted and marketed.

5. d: Products and services are produced , delivered and managed.

5. e: Customer relationship are managed and enhanced.

2.1.2.6 CUSTOMER RESULTS:

Excellent organizations achieve and sustained outstanding results that meets or exceeds the needs and expectations of their customers.

6. a: Perceptions: Customer's perceptions of the organization.

6. b: Performance indicators:

Internal measures used by organization in order to monitor, understand, predict and improve the performance.

2.1.2.7 PEOPLE RESULTS:

Excellent organizations achieve and sustain outstanding results that meet or exceed the needs and expectations of their people.

7. a: Perceptions: People perceptions of the organization.

7.b: performance indicators: These are the internal measures used by the organization.

2.1.2.8 Society Results:

Excellent organizations achieve and sustain outstanding results that meet or exceed the needs and expectations of relevant stakeholders within society.

8. a: Perceptions: Society perceptions of the organization .

8. b: performance indicators: Internal measures used by organization.

2.1.2.9 BUSINESS RESULTS:

Excellent organizations achieve and sustain outstanding results that meet or exceed the needs and expectations of their business stakeholders.

9. a: Business outcomes: These are the key financial and non financial business outcomes which demonstrate the success of the organization deployment of their strategy.

9. b: Business performance indicators: These are the key financial and non financial business indicators that are used to measure the organization's operational performance.

Integration of Fundamental Concepts into the Model

	1					2					3					4					5					6		7		8		9				
Criterion	Leadership					Strategy					People					Partnership & Resources					Processes, Products and Services					Customer Results		People Results		Society Results		Key Results				
Sub-Criterion	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	A	B	A	B	A	B			
Achieving Balanced Results		X	X				X		X	X							X	x		X								X	X	X	X	X	X	X	X	
Creating Value for Customers			X				X																X	X	X	X	X	X	X		x					
Leading with Vision, Passion and Inspiration	X			X	X		X							X															X		X					
Managing by Process		X					x		X			X		X			X	x	X	X		X		X				X		x		x		X		
Succeeding through People	X			X								X	X	X	x	X													X	X	x					
Nurturing Creativity & Innovation			X				x		X			X						X	X	X	X							x	X	x	X	x	X	x	X	
Building Partnerships			X				x	x									X						X					x	X	x	X	x	X	x	X	
Taking Responsibility for a Sustainable Future	X	X	X		X	x	x		X				X	X			X						x		X	x			x		X	X	x			

X = Text from Fundamental Concept directly reflected in sub-criterion
 x = Adaptation of text from Fundamental Concept appears in the sub-criterion

Radar Logic:

A dynamic assessment framework and powerful management tool that provides the backbone to support an organization as it addresses the challenges it must overcome if it's to realize its aspiration to achieve sustainable excellence.

- Required results.
- Plan and develop approaches.
- Deploy approaches.
- Assess and refine approaches and deployment.

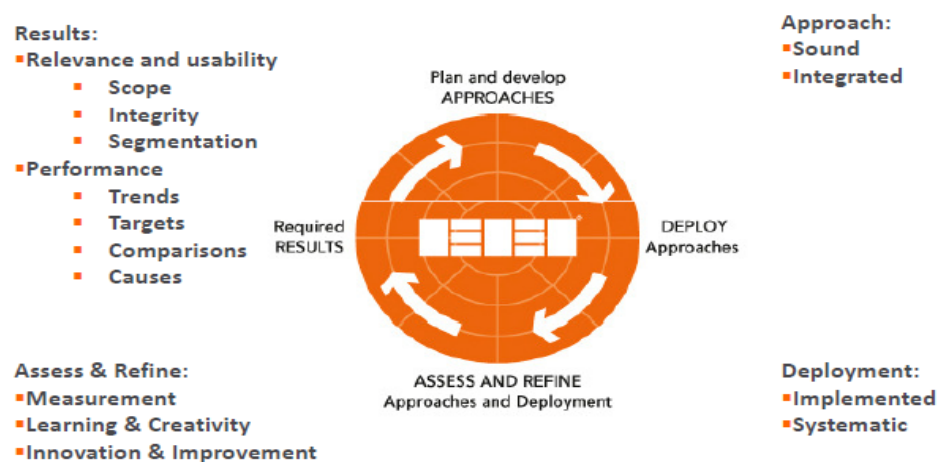


Figure (2.4) Radar Logic

RADAR logic states that an organization needs to:

- Determine the results it is aiming to achieve as parts of its strategy.
- Plan and develop an integrated set of sound approaches to deliver the required results both now and in the future.
- Deploy the approaches in a systematic way to ensure implementation.
- Assess and refine the deployed approaches based on monitoring and analysis of the results achieved and ongoing learning activities.

- The RADAR assessment and management tool is the evaluation methods used to score organization applying for the EFQM Excellence.
- Each criterion part is assessed using the RADAR.

2.2 Partnership

Successful partnerships between policy makers and deliverers, providers and recipients, can be both strategic and operational. Partnerships can operate in several different ways at the same time. Joint programs achieve more than each organization or individual can achieve separately.

A lot has been written about the theory of partnership working. However, translating theory into practice is not always easy. Partnerships can be formed between a number of individuals, agencies or organizations with a shared interest. There is usually an overarching purpose for partners to work together and a range of specific objectives.

Partnerships are often formed to address specific issues and may be short or long term.

In order to achieve a co-ordinate service partners need to:

- Communicate
- Co-ordinate
- Co-operate

2.2.1 What are the benefits of partnership working?

There is emerging evidence about the benefits for both service users and service providers of working in partnership with other services. A partnership approach founded on co-operation and collaboration between all relevant providers will have number of benefits for service users. These include:

- Removal of barriers to progressing towards stabilization / rehabilitation.
- Providing more consistent, co-ordinate and comprehensive care.
- Access to a range of training, education and employment opportunities.

The benefits for service providers of partnership working include the ability to:

- Develop a 'whole person' approach.
- Manage a broader range of services which address the individual's needs.
- Develop a better understanding of others' skills and develop a wider range of personal skills in dealing with clients.
- Develop a wider skill base for staff to meet more effectively the needs of individuals.
- Recognize and utilize the strengths and areas of expertise of all the partner agencies involved.
- Make the best use of available resources by managing care of more people in a coordinated and cost-effective way - including pooling resources.

2.2.2 Key principles and ingredients of a successful partnership

There are a number of **key principles** of partnership working. These are:

- Openness, trust and honesty between partners.
- Agreed shared goals and values.
- Regular communication between partners.

There has been a lot of research undertaken to identify what makes a good partnership and what the barriers are to achieving effective partnership working. Some key documents are listed in the further resources section. Partnerships can work in different ways and there is no one model that can be considered to be the 'best'.

There are, however, a number of ingredients which - if they are present –will facilitate successful partnership working:

- The aim of the partnership is agreed and understood by all the partners
- The partnership has clear, effective leadership
- The role of each partner is identified and clear to others in the partnership
- There is shared ownership of the partnership and the partners feel there is 'something in it for them'
- There are dedicated time and resources for the administration and operation of the partnership
- There is recognition of different organizational cultures within the partnership
- A supportive atmosphere exists within the partnership where suggestions, ideas and conflicts are addressed

The choice of partners is important. Partnerships are often formed from existing networks or where there is a history of collaborative work between potential partners. However, there are circumstances where it is important to invite new partners to the table.

Strategic partnerships should identify:

- The aims and objective of the partnership
- The range of agencies that could be engaged
- The commissioning and management arrangements
- Arrangements for sharing information
- Arrangements for multi-agency training to promote mutual understanding
- Monitoring and evaluation arrangements for both the partnership and the service.

2.2.3 Effective Partnership Working

Setting up the partnership 'effective partnership working' produces a vast array of documentation from that relating to the Australian Fisheries Management Authority (Smith, Sainsbury and Stevens, 1999) to a wealth of information from social and healthcare research¹. In the field of arts education partnerships, is particularly helpful, pointing out that many characteristics are variable, and identifying nine critical success factors: leadership and vision; effective planning; broad based community representation; teacher participation; artist participation; public awareness and communication; awareness of programmed catalyst; site-specific programmed design and on-going assessment of the partnership. From this wide range of partnerships and criteria, a number of common elements emerge that impact on how well partnerships work: context, including local geography and history; people, their roles, responsibilities and relationships; leadership, trust and power; time; membership; and aims and objectives.

2.2.4 People: Roles, responsibilities and relationships

It is people who make partnerships work (or not!). Personalities are crucial and collaborative working depends on the role of individuals. Partnerships are almost always based on a unique blend of personal and professional relationships and circumstances. Sound legislation and policy are essential but there is no substitute for

¹Stewart, M. (2002). Systems governance: Towards effective partnership working. Paper to the Health Development Agency Seminar Series on Tackling Health Inequalities. Bristol: The Cities Research Centre, University of the West of England

building positive relationships between all those involved. Time and again it is said that ‘people matter’¹.

Whilst one individual may be clear about the type of partnership which is being engaged with, other partners may have a different perspective. Some partners may consider the partnership as being primarily a facilitating one whilst other members may view it as an implementing partnership². Partnership means different things to different people³. Even the same terminology, ‘co-operating, collaborating, co-coordinating,’ can create misunderstanding and confusion potentially leading to conflict. These issues can be mitigated by having effective communication, constructive conflict resolution techniques and shared understanding of the assumptions and starting points of partners. Also often overlooked is how new partners or representatives are integrated into an existing partnership and the recognition that this requires as much time and effort as the initial arrangements.⁴

Where people are representatives of an organization, the individual’s role and the level of responsibility within that organization will have an impact on their relationships within the partnership. It is important that the representatives of the member organizations have the necessary authority to speak for their organizations, to sign it up to the long-term vision and to commit resources - where they have them - to

¹ Robinson, K. (1999). All our futures: Creativity, culture and education. National Advisory Committee on Creative and Cultural Education. London: Department for Culture, Media and Sport, Department for Education and Skills.

² Stewart, 2002,

³ Bamford, A. (2004). The education and arts partnership initiative. Australia Council for the Arts. http://www.australiacouncil.gov.au/research/arts_marketing/audience_development/the_education_and_arts_partnership_initiative Retrieved 24 July 2010.

⁴ (Greasley, 2009)

implementing the action plan¹. Individual partners will each bring different resources to the partnership (including skills, experience, connections, and finance) and these needs to be recognized².

Equally important for organizations and the partnership is whether the same person always represents a particular organization at specific meetings. It may be appropriate for different people to attend strategic and operational meetings on behalf of a single organization but lack of continuity of attendance by particular people at specific meetings will impact on the relationships that are formed between individuals, their organizations and the successful working of the partnership.

Partnership working is complex and challenging because organizations have distinctive and different core purposes. Partners will bring with them the values of their organizations or institutions. Schools and arts organizations have different cultures: different priorities, needs, values, working patterns and vocabularies. One partner's understanding of the other's culture may vary enormously from individual to individual. Effective partnership working has to be based on a thorough understanding of each other's provision, as well as the benefits to young people of working together. It is also important not to make assumptions. Observes that many practitioners are versatile musicians, who can apply their expertise in several different contexts. She argues that it is important not to stereotype colleagues according to the musical traditions in which they work, nor the organization that employs them, for example, music service tutors employed as woodwind specialists who are also accomplished keyboard and guitar players; experienced rock guitarists who are also accomplished

¹ Dreeszen, C. (1992). *Intersections: Community arts and education collaborations*. Amherst: National Endowment for the Arts' Arts in Education Programme, the Kennedy Centre Alliance for Arts Education, the National Assembly of Local Arts Agencies, and the Arts Extension Service)

² Pendreigh, F. (2009). *Devon Music Partnership Project: Mix4Six, final report Autumn 2009*. Exeter: Devon County Council.

vocalists; experienced gospel singers who are familiar with incorporating the contemporary popular music repertoire.

Many of these issues can be resolved if roles and responsibilities are clear. Successful partnerships depend on good communication, clarity and transparency. Identifying and defining roles and responsibilities is an important step in building the foundations for successful project working¹.

Good advice appears in the NAME publication *Music and the Power of Partnerships*:

‘Never assume.... No amount of planning or reflection meetings, clear aims and objectives can resolve conflicting assumptions.... Know more about your partner’s ways of working than you do about your own.... Talking is essential... But it is not necessarily sufficient... you can’t ever be too clear.... avoiding jargon.... You don’t have to agree on everything! A win-win situation does not mean you have to win the same things. Know why you are working in the partnership.’ Navigating successfully through the complexities of these roles, responsibilities and relationships, and ensuring appropriate communication, depends on effective leadership².

2.2.5 Leadership, trust and power

The tasks associated with leadership change according to the maturity of partnership working. At the beginning, even the promotion of partnership working as an idea in order to create a culture in which partnerships are acceptable is a necessary task in facilitative partnerships. The establishment of the partnership, by identifying areas of common interest and sounding out prospective participants, carries the culture

¹ Pendreigh, op cit

² Coll, H., & Deane, K. (Eds.). (2008). *Music and the power of partnerships*. Derby: National Association of Music Educators, pp.1,2

of partnership to the operational level of collaborative working and to the tasks of co-ordination. Leadership in co-coordinating partnerships is evident in support for the practice of working together. Leaders can thus carry apparently contradictory roles, on the one hand generating collaboration, inclusiveness and consensus, while on the other hand exercising pragmatic but powerful manipulation of diverse interests. How these conflicting demands are handled will have a major impact on the nature and success of the partnership.^{1 2}

Evaluations of the pathfinder and partnership projects all suggested that who took a lead depended on whether the issues were operational or strategic, the particular areas of expertise of the partner and the degree of authority and responsibility or ‘power’ vested in an organization or individual. Identifying and enabling the ‘right’ person to lead was an important aspect of effective partnerships in practice³. Effective leadership inspires vision, enthusiasm and commitment, and commands the trust of other partners.

In addition to leadership and power, there are the transaction costs of negotiation and exchange; establishing rules and ensuring compliance; and time expended in meeting, communicating, and sharing. The burden of these transaction costs can be lightened if the parties know, like and trust each other⁴.

Partnerships also involve close consultation, raising awareness of resource management issues, and input into and responsibility for the decision making process on the assumption that sustainability is very much linked to the level of confidence

¹ Hallam, R. (2009). NMPD LAMP report 2008. <http://www.thefms.org/seen-and-heard/research-and-links/reports-from-the-national-music-participation-director/> FMS. Retrieved 24 March 2010.

² Stewart, op cit

³ Griffiths, op cit

⁴ Dreeszen, op cit

and trust that exists between the various interested parties¹. Secure relationships, based on professional recognition and trust, are fundamental argues for partnerships in which honest, respectful but self-critical debate is actively sought and valued.²

Trust is therefore a key concept in effective partnerships. It is less clear how trust comes to exist. Can it be assumed? Does it have to be built, earned, won, or given? Trust is necessary, but it doesn't just happen. It takes time to develop.

2.2.6 Membership

Central to a number of features of joint working is membership, with success a function of which stakeholders participate. Partnerships can be distinguished by whether their membership is open or closed, and by whether their members are chosen, appointed, selected, elected or invited³. Partners have an enormous range of reasons for becoming involved in a partnership but simply working together is not enough if the partnership is to be effective. Each partner may have differing levels of contribution to make, but they must all have an equal commitment to the need for a partnered solution⁴. In the evaluation of the London Music Partnership Project 'There was a strong sense that the partnership was one where the Local Authority Music Services were considered, on the whole, as beneficiaries, while the Barbican campus/LSO partners were considered as contributors...It was recognized that each partner had its own unique identity and that in order for the partnership to function

¹ Smith, A.D.M., Sainsbury, K.J., and Stevens, R.A. (1999). Implementing effective fisheries - management systems – management strategy evaluation and the Australian partnership approach. ICES Journal of Marine Science: Journal du Conseil, 56(6), 967-979

² Price, D. (2008). Let's be honest: Evaluation, innovation and collaboration. In H. Coll and K. Deane (Eds.), Music and the power of partnerships (pp106 - 112). Derby: National Association of Music Educators

³ Stewart, op cit

⁴ ContinYou (Dec 10 2009).

http://www.continyou.org.uk/what_we_do/children_and_young_people/study_support_etc/keeping_it_going/partnerships/what_makes_good

most effectively there needed to be clarity in relation to these individual strengths as well as agreement over what the partnership could achieve together¹.

Partners do not need to gain equally from their membership of the partnership, but they do need to believe that they are all being treated fairly. argues that partnership is not a competitive sport – if partners are going to worry about the size of the cake, or of their respective logos, what are the prospects of a good working relationship? An effective educational partnership needs to have the needs of young learners as its driving force (rather than its partner's provision). states this simply:

- What do you want to achieve, and for whom?
- Why do you need or want to work with others to help achieve it?

2.2.6 Clear aims and objectives

Why there is a need or desire to work with others and how to enable partnerships to function effectively has been explored above. Clarity and transparency have been touched upon. But one essential element that has not yet been discussed is the need for clear aims and objectives that are shared by all partners. Common aims and objectives are easier to achieve if there are shared values and ethos. A sense of common purpose is essential to effective partnership working in music education, with the young people themselves as the main and primary beneficiaries of the partnership activity².

¹ Hallam et al., op cit, p.5

² Dreeszen,, op cit, p

2.3 Resources

The process of using a company's resources in the most efficient way possible. These resources can include tangible resources such as goods and equipment, financial resources, and labor resources such as employees. Resource management can include ideas such as making sure one has enough physical resources for one's business, but not an overabundance so that products won't get used, or making sure that people are assigned to tasks that will keep them busy and not have too much downtime.

A useful checklist with seven steps to successful and effective partnership working is:

1. Be clear why a partnership is being formed.
2. Be clear what the partnership values and is aiming to achieve.
3. Decide who needs to be members of the partnership.
4. Revisit and agree (1 and 2) above with all new partnership members.
5. Agree roles and responsibilities
6. Ensure the appropriate people attend the relevant meetings. Clarify communication channels and decision making processes.
7. Build in sufficient time to ensure quality outcomes are achieved for all concerned, including time for on-going monitoring, evaluation and feedback to inform future plans. Identify and address training needs.

2.4 Customer Satisfaction

Measuring customer satisfaction and acting appropriately on the results, therefore will increase profitability. The surest route to success for most organizations (in both the private and public sector) is “to do best what matters most to customers. Customer retention rate will improve and customers will pay more for a product or service which precisely matches their needs.

Over the last decade organization of all types and sizes have increasingly come to understand the importance of customer satisfaction. It is widely understood that it is far less costly to keep existing customers than it is to win new ones.

Many organizations achieve high rates of customer retention and repeat business without spending large sums on advertising or having the cheapest prices. As a result, it is becoming accepted that there is a strong link between customer satisfaction, customer retention and profitability.

Customer satisfaction has therefore become the key operational goal for many organizations. They have invested heavily in areas that make a strong contribution to customer satisfaction, such as quality and customer service. Loyalty schemes have proliferated in the retail sector and are now moving into the business sector. Companies are investing in “data base marketing”, “relationship management and customer plan”, to get closer to their customers. But what is the result of this effort and investment? How do companies know they are succeeding in satisfying or retaining customers? It is a widely accepted adage in the quality world that ‘If you cannot measure it, you can’t manage it’ This principle applies equally to customer satisfaction.

2.4.1 Definitions:

Researchers have defined customer satisfaction in a variety of ways including the followings¹:

- A level of happiness resulting from a process of evaluation of performance relative to previously established standards.
- A subjective evaluation to various experiences and outcomes associated with acquiring and consuming a product relative to a set of determined expectations.
- A two-factor process of evaluating a set of “satisfies and a set of ‘dissatisfies’ associated with the product.
- One step in a complex process involving prior attitude towards a product or service, a consumption experience resulting in a positive or negative disconfirmation of expectation followed by feeling satisfaction or dissatisfaction which mediate post consumption attitude which subsequently influence future purchase behavior.

While defined customer satisfaction as ‘a person’s feelings of pleasure or disappointment resulting from comparing a product’s perceived performance in relation to his or her expectations’. This definition makes clear that, satisfaction is a function of perceived performance and expectations. That is to say, if the performance falls short of expectations, the customer is dissatisfied. If the performance matches the expectations, the customer is satisfied. If the performance exceeds expectations, the customer is highly satisfied or delighted.²

2.4.2 Why Customer Satisfaction Measurement is Important?

I-till. 1996, has distinguished five important factors for measuring customer satisfaction:

¹ Mudie, 1997, P. 7

² (Kotter, 2000)

1. Doing best what matters most to customers is the surest way to competitive advantage in commercial markets and to organizational success in public service environments. Through customer satisfaction measurement, is the only way to measure performance in this respect, and if you can't measure it you can't manage it.
2. It is more profitable to build your business by plugging tile whole the bottom of the bucket than by pouring more new customers ill at de top. The higher your customer retention indicators the more profitable your company is likely to be.

This has long been recognized by Rank Xerox who operates customer satisfaction related pay. The company produces a customer 'satisfaction index based on its customer retention indicators and on the results of its customer surveys. Manager's pay awards can be increased or reduced by up to 50 percent according to their success or otherwise in raising the customer satisfaction index.

3. Customer survey provides a powerful vehicle for concentrating the attention of all staff OII the merits of delivering customer Satisfaction. Correctly in imaged, this becomes virtuous circle as staffs strive to improve Customer satisfaction and take pride in their success at doing so. However, for customer surveys to be truly effective in this respect staff must he convinced of the reliability of the results. In addition to keeping properly informed, this is achieved only through a professional research methodology, especially the use of representative sample.
4. Customer satisfaction measurement allows companies to accurately identify "priorities for improvement' (PFIs) and thus focus company resources on those areas where improved performance will have the greatest impact n customer satisfaction.

5. A closer understanding of customers' needs and priorities provides the basis for most management decisions. Companies which meet customers' needs more closely are able to charge higher prices than their competitors, because most customers will pay more for a product or service which precisely matches their needs.

2.4.3 Service Gaps

The average business loses between 10 and 30 percent of its customer each year due to customer dissatisfaction, but what causes customer dissatisfaction? A considerable amount of research has been undertaken in this area in recent years and the outcome is the theory of "service gap". According to, the overall gap which result in dissatisfied customer is time gap between expectations and experience, but the root cause of that dissatisfaction can usually be traced back to one of the five service gaps (promotional, understanding, procedural, behavioral and perception).¹

2.4.3.1 The Promotional Gap:

The origin of the problem can often be traced back to the company's marketing communications. In their eagerness to win customers by selling the benefits of their product or service companies can very easily create expectations in the minds of customers that will be difficult to fulfill.

2.4.3.2 The Understanding Gap:

The next possible problem area is that the managers of organization do not have an accurate understanding of customer's needs and priorities. If they do not really know what's important to customers it is extremely unlikely that the organization will do best what matters most to customers'' many organizations eliminate this problem

¹ (Hill, 1996)

by including in the survey a section which clarifies what is important to the customers.

2.4.3.3 The Procedural Gap:

Assuming that the organization does have a full understanding of what matters most to customers it will still fail to deliver customer satisfaction if it has not translated customer's expectations into appropriate operating procedures and systems. For example an airline may be fully aware that customers become very irritated if they have to spend more than 10 minutes checking out, but if the manager does not set sufficient staffing levels during the busy period many customers will inevitably wait longer and leave dissatisfied.

2.4.3.4 The Behavioral Gap:

Sometimes organizations have clear procedures which are well matched to customers' needs and priorities but do not achieve a consistently high level of customer satisfaction because staff are insufficiently trained or disciplined to follow the procedures.

2.4.3.5 The Perception Gap:

It is possible that gaps (promotional, understand, procedural behavioral) do not exist but customer survey still shows an unacceptable level of dissatisfaction. This is because customer's perception of the performance of the company may differ from reality. A customer who was upset by bad experiences sometime in the past will form an attitude that the company is uncaring and uninteresting, and it may take a considerable time and much experiences of good personal service before that Perception is modified.¹

¹ Hill, 1996, op cit,

CHAPTER THREE

CASE STUDY

CHAPTER THREE

Case study

(Hippocrates Medical Enterprises)

3.1. Introduction:

Welcome to Hippocrates Medical Enterprises (HME), a division of Hippocrates Medical group of companies.

HME was founded in May 2000 to create a high standard in quality and availability of products required for the healthcare services in Sudan, with special interest in laboratories, and to cater for customers with the utmost attention.

HME is owned and managed by professionals in the medical field who adopt the principles of ethics in business for the benefit of customers in principal as well as the enterprise.

Represent some of the most highly reputed multi-national companies in the world through sole agency/distributorship agreements for distributing, marketing and selling laboratory requirements. As a leading specialist in the field of medical investigation we offer a comprehensive product and service range to the highest quality and standards.

Provide laboratory requirements including hematology, coagulation, chemical pathology, serology, one step, blood banking, and ELISA reagents, liquid handling products as well as medical instruments, chemicals, agars, sensitivity discs, disposables, dental and surgical instruments.

Our services also include consultation and education.

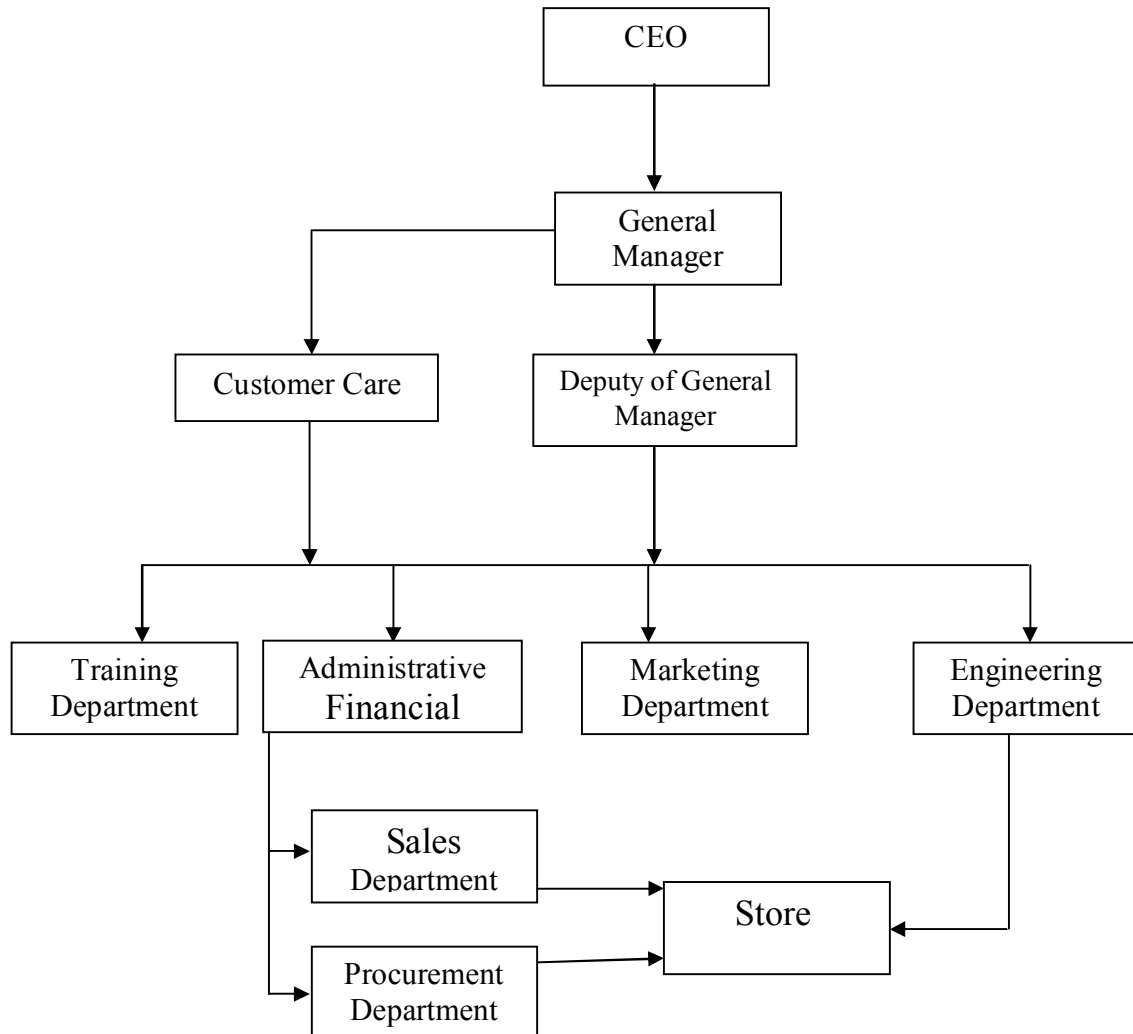
3.2 Vision:

Provision of high quality, reliable, durable, laboratory requirements at affordable prices.

3.3 Mission:

Believe that through careful selection of our suppliers we can provide superior products of good value for laboratories and with effective teamwork we can cater for them with the utmost attention, dependability, and trust giving our customers peace of mind and a service we can be proud of are a medium sized independent company in the heart of Khartoum striving to fulfill these beliefs.

Figure (3.1) The Structure Functional



CHAPTER FOUR

METHOD

CHAPTER FOUR

Method

4.1 Sample a society

Customer satisfaction is the ultimate goal that all Sudanese organizations are aiming at. It takes a lot of enablers to reach that goal. It takes the whole management system to be devoted to, and the integration of leadership, people, resources, policy, strategy, and processes. This dissertation focused on the most effective enabler, LEADERSHIP. The study was conducted using a simple questionnaire designed and distributed on the company's questionnaire, consisting of 15 employees and get the full picture. And secrecy of information derived. The statements were designed to cover the first criterion of The EFQM model and were tailored to suit all its sub criteria. The data collected was processed and analyzed using SPSS statistic package. The results obtained reflexes the depth in relation between customer satisfaction and the different sub criteria of leadership; it mostly proved that among the five sub criteria of leadership the third sub criterion (c) -- interact with customers, partners and representatives of society.-- has the deepest impact .And that proves the hypothesis. The survey did not conduct a professional assessment as known to assessors, but used the questionnaire to collect data from respondents.

4.2 Primary data

Closed ended questionnaire survey was used to obtain accurate primary data with aim of producing data for analysis; a questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Although they are often designed for statistical analysis of the responses. For data analysis both descriptive statistics and statistical inference were used.

4.3 Secondary data

The literature review Based on t the subject under study and relates to the research objectives and scope for this review, the research centered on finding information about the topic under studies (The Impact of Supplier-Manufacturer and Supplier-Customer Relationships on Customer Satisfaction) the method involved an extensive search of books, references, journal, published research and internet for example, the search focused on obtaining literature from rang of authoritative special book.

CHAPTER FIVE

DATA ANALYSIS & RESULTS DISCUSSION

CHAPTER FIVE

Data Analysis and Results Discussion

5.1 Section 1- Personal Information:

Table (5.1): Gender Distribution

	Frequency	Percent
Male	7	46.7
Female	8	53.3
Total	15	100.0

Table (5.1) represents the distribution of the respondents according to their gender, and it reveals that (53.3%) of them are males and (46.7%) females, as the below figure shows.

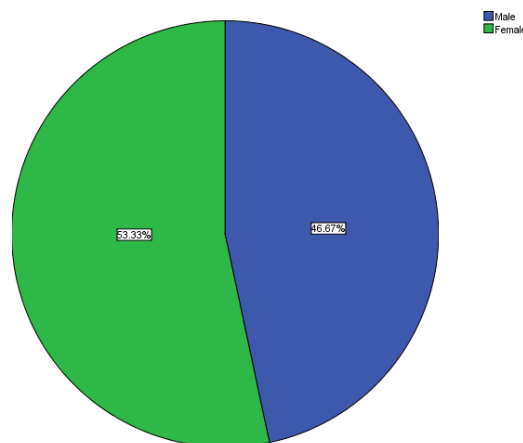


Figure (5.1): Gender Distribution

Table (5.2): Age Groups

	Frequency	Percent
21-30 Year	1	6.7
31-40 years	10	66.7
41-50 years	3	20.0
Above 50 years	1	6.7
Total	15	100.0

Table (5.2) represents the distribution of the respondents according to their age groups, and it reveals that the majority of them with a percentage of (66.7%) are in the age group (31-40) years, followed by those who are in the age group (41-50) years with a percentage of (20%), whereas those who are in the age groups (21-30) years and (above 50) years their percentage is (6.7%) for each, as the below figure shows.

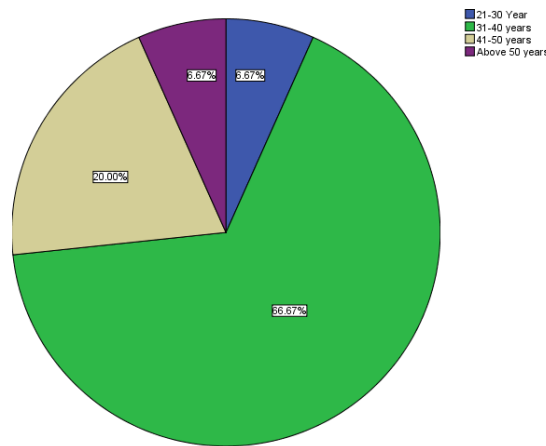


Figure (5.2): Age Groups Distribution

Table (5.3): Academic Qualification

	Frequency	Percent
Diploma/Certificate	1	6.7
Bachelor	6	40.0
Master	8	53.3
Total	15	100.0

Table (5.3) represents the distribution of the respondents according to their academic qualifications and it reveals that (53.3%) of them hold a master degree, (40%) hold bachelor degree and only (6.7%) hold a diploma/certificate, as the figure below indicates.

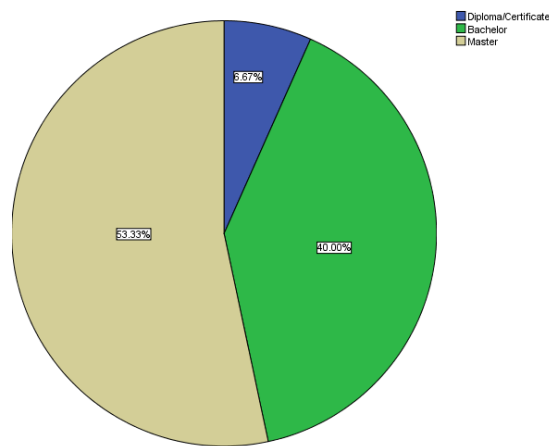


Figure (5.3): Academic Qualification Distribution

Table (5.4): Job Role

	Frequency	Percent
Employee	12	80.0
Department Manager	2	13.3
General Manager	1	6.7
Total	15	100.0

Table (5.4) represents the distribution of the respondents according to their job role, and it reveals that the majority of them their job role is employee with a percentage of (80%), (13.3%) are department managers, and only (6.7%) is a general manager, as shown in the below figure.

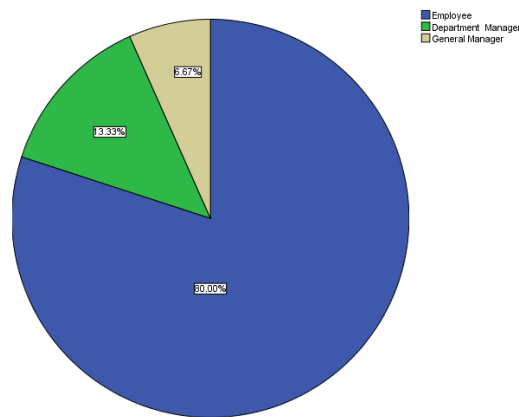


Figure (5.4): Job Role Distribution

Table (5.5): Job Specialization

	Frequency	Percent
Administration	5	33.3
Marketing/Sales	5	33.3
Finance	3	20.0
Human Resources	2	13.3
Total	15	100.0

Table (5.5) represents the distribution of the respondents according to their job specialization, and it reveals that (33.3%) of them their job specialization is administration, as well as those in marketing/sales with the same percentage (33.3%), (20%) specialized in finance, and (13.3%) specialized in human resources, as the below figure indicates.

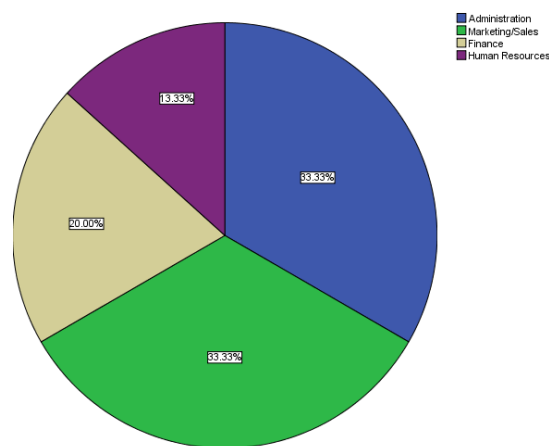


Figure (5.5): Job Specialization Distribution

5.2 Section 2 – Manufacturer-Supplier Relationship:

Table (5.6): Nature of the relationship with the manufacturer

	Frequency	Percent
Traditional Relationship (Direct Selling)	10	66.7
Logistic Relationship (Technical and Management Innovation [JIT/TQM/AMT])	1	6.7
Partnership (Product Innovation and Technological Development)	1	6.7
All of the mentioned above	3	20.0
Total	15	100.0

Table (5.6) represents the respondents' view about the nature of the relationship of their company with the manufacturer of which they are supplier, and it reveals that the majority of them view that their company has a traditional relationship with its manufacturer (direct selling) with a percentage of (66.7%), whereas, some of them with a percentage of (20%) view that all the kind of manufacturer-supplier relationships their company have with its manufacturer including (direct selling – traditional, technical and management innovation [JIT/TQM/AMT] – logistic, and product innovation and technological development – partnership, while there are only (6.7%) – for each – who view that their company has logistic relationship and partnership with their manufacturer, as the below figure shows.

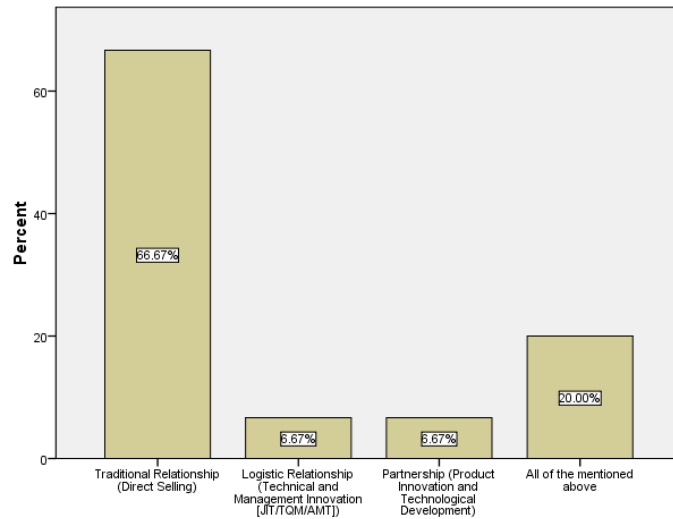


Figure (5.6): Nature of the Relationship with the Manufacturer

Table (5.7): The Purpose from the Relationship between the Company and the Manufacturer

	Frequency	Percent
Quality Improvement	1	6.7
All of the mentioned above	14	93.3
Total	15	100.0

Table (5.7) represents the distribution of the respondents' views about the purpose of their company's relationship with the manufacturer, and it reveals that the majority of them with a percentage of (93.3%) view that the purpose of their company's relationship with its manufacturers include all the types of purposes [quality improvement, delivery on time, and cost reduction], while only (6.7%) view that the purpose of their company's relation with its manufacturer is quality improvement, as shown in the below figure.

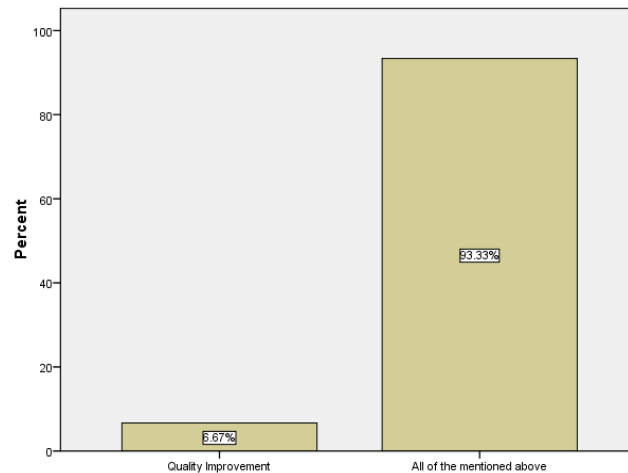


Figure (5.7): The Purpose from the Relationship between the Company and the Manufacturer

Table (5.8): The Sourcing Strategy of your Company with the Manufacturer

	Frequency	Percent
Single	3	20.0
Single active	2	13.3
Dual	5	33.3
Multiple	5	33.3
Total	15	100.0

Table (5.8) represents the respondents' view about the sourcing strategy of their company with its manufacturer, and it reveals that (33.3%) of them view that their company's sourcing strategy is dual and multiple for each, while (20%) view it a single sourcing strategy and (13.3%) view it a single active strategy, as the below figure indicates.

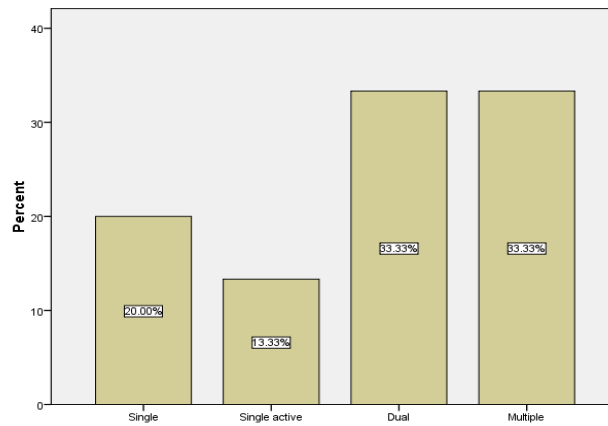


Table (5.8)The Sourcing Strategy of your Company with the Manufacturer

Table (5.9): The Company’s Involvement in Product Design (From Product Design up to Product Distribution)

	Frequency	Percent
Yes	3	20.0
No	1	6.7
Occasionally	11	73.3
Total	15	100.0

Table (5.9) represents the respondents’ view about their company’s involvement in product design, and it reveals that the majority of their view that their company is occasionally involved in the process of product design, where there (20%) who view its totally involved in the product design process, and only (6.7%) who view that the company is not involved in the product design process, as the below figure shows.

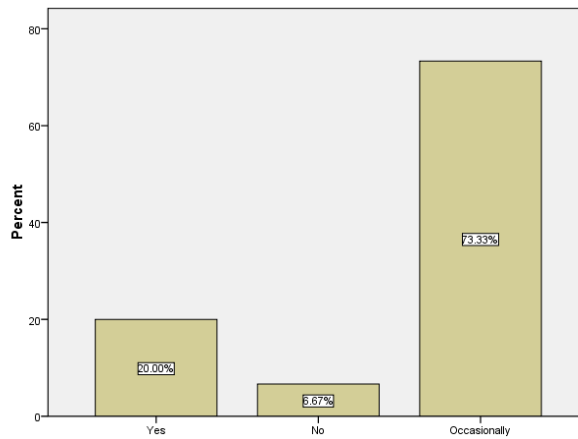


Figure (5.9): The Company's Involvement in the Product Design

Table (5.10): Description of the Company's Relationship with the Manufacturer

	Frequency	Percent
Win-win relationship	11	73.3
Dependency Relationship	1	6.7
Technical/Financial Relationship	3	20.0
Total	15	100.0

Table (5.10) represents the respondents' view about the description of the relations of their company with its product manufacturer, and it review that the majority of them with a percentage of (73.3%) view that it is win-wing relationship, while there are some view it as a technical/financial relationship, while only (6.7%) view it a dependency relationship, as the below figure indicates.

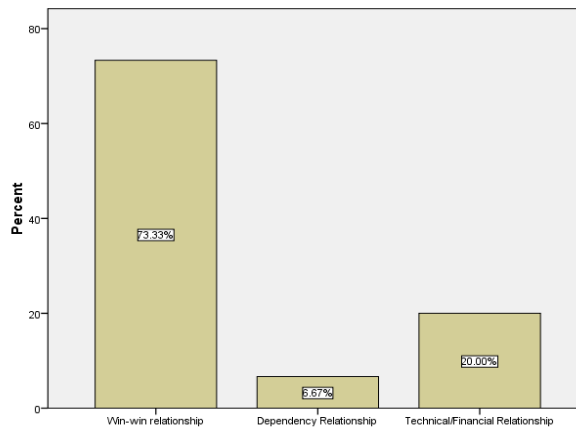


Figure (5.10): Description of the Company's Relationship with Its Product Manufacturer

5.3 Section 3 – Supplier-Customer Relationship:

Table (5.11): The Nature of the Company's Relationship with Its customers

	Frequency	Percent
Cooperative relationship	9	60.0
Exchange relationship	1	6.7
Direct selling/purchasing relationship	5	33.3
Total	15	100.0

Table (5.11) represents the respondents' view about the nature of their company's relationship with its customers, and the majority of them with a percentage of (60%) view that their company's relationship its customer is cooperative, (33.3%) view it a direction selling/purchasing relationship, and only (6.7%) view it an exchanging relationship, as shown in the below figure.

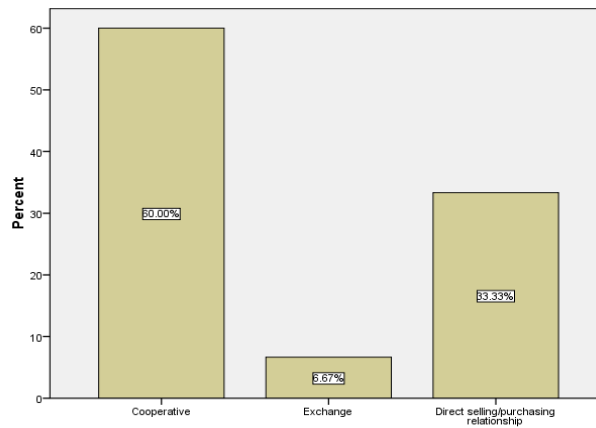


Figure (5.11): The Nature of the Company's Relationship with Its customers

Table (5.12): Focus of the Company's Operational Strategy

	Frequency	Percent
Cost reduction	1	6.7
All of the mentioned above	14	93.3
Total	15	100.0

Table (5.12) represents the respondents' view about the focus of their company's operational strategy, and it indicates that the majority of them with a percentage of (93.3%) view that their company's operational strategy focus on all aspects of the operational strategy [cost reduction, high quality of product and services, product/services delivery dependability], and only (6.7%) view that it is mainly devoted to cost reduction, as shown in the below figure.

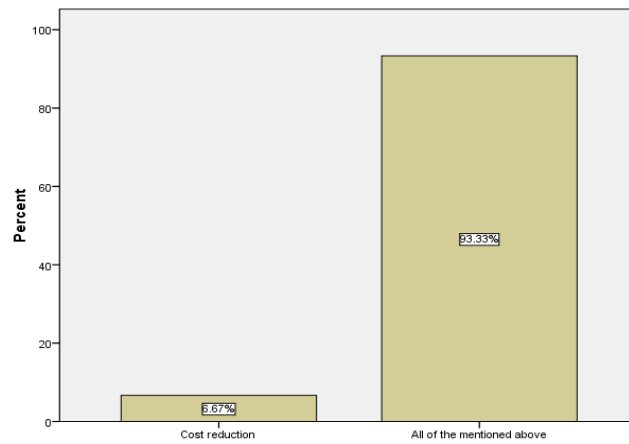


Figure (5.12): Focus of the Company's Operational Strategy

Table (5.13): The Degree of Customers' Dependency on the Company's Products

	Frequency	Percent
High dependency	12	80.0
Medium dependency	3	20.0
Total	15	100.0

Table (5.13) represents the respondents' view about the degree of the customers' dependency on the company's product, and it indicates that the majority with a percentage of (80%) view that the company's customers are highly dependent on its products, and some of them view the customers' dependency on the company's products is medium, as the below figure shows.

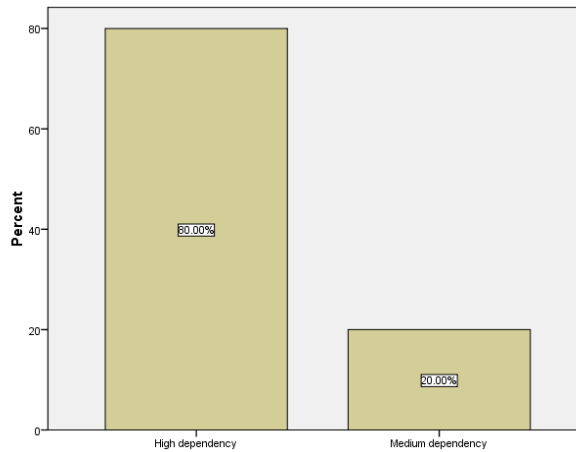


Figure (5.13): Degree of Customers' Dependency on the Company's Product

Table (5.14): The Degree of Customers' Dependency on the Company's Services

	Frequency	Percent
High dependency	12	80.0
Medium dependency	3	20.0
Total	15	100.0

Table (5.14) represents the respondents' view about the degree of the customers' dependency on the company's services, and it indicates that the majority with a percentage of (80%) view that the company's customers are highly dependent on its services, and some of them view the customers' dependency on the company's services is medium, as the below figure shows.

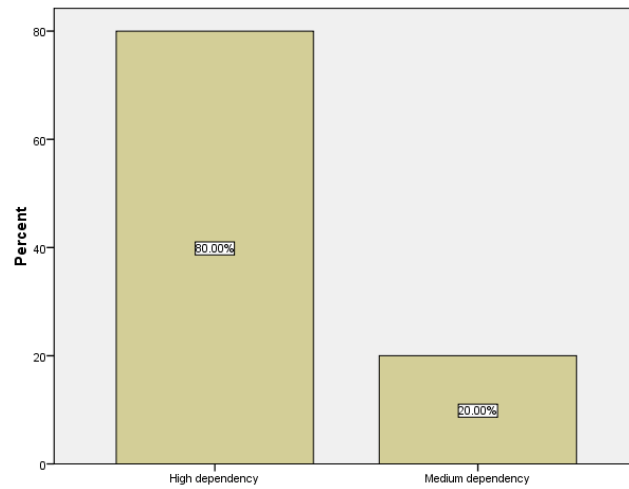


Figure (5.14): Degree of Customers' Dependency on the Company's Services

Table (5.15): Duration of the Relationship with the Majority of the company's Current Customers

	Frequency	Percent
Long duration	14	93.3
Medium duration	1	6.7
Total	15	100.0

Table (5.15) represents the respondents' view about the duration of the relationship of their company with its current customers, and it indicates that the majority of them with a percentage of (93.3%) view that the company's relationship with its current customers it took long duration, and only (6.7%) view that it took a medium duration, as shown in the below figure.

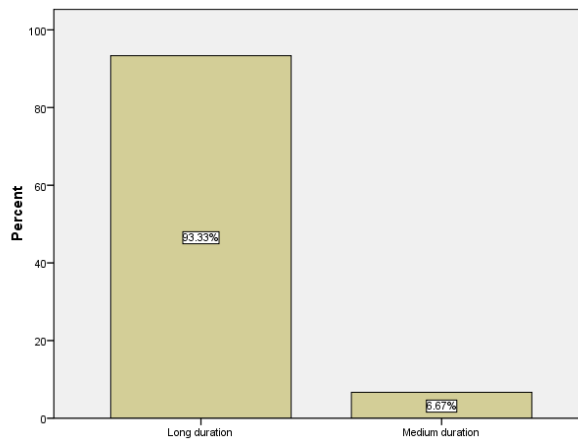


Figure (5.15): Duration of the Company's Relationship with Its Current Customers

Table (5.16): The Market Share of the Company compared to other Companies in the Industry

	Frequency	Percent
Above 80% of the market	1	6.7
60-79 of the market	9	60.0
40-59% of the market	5	33.3
Total	15	100.0

Table (5.16) represents the respondents' view about their company's market share, and it reveals that the majority of them with a percentage of (60%) view that their company's market share is in the range (60-79%) of the market, some of them with a percentage of (33.3%) view that it is ranging (40-59%) of the market, and those who view it is above 80% of the market their percentage amounts to (6.7%) only, as shown in the below figure.

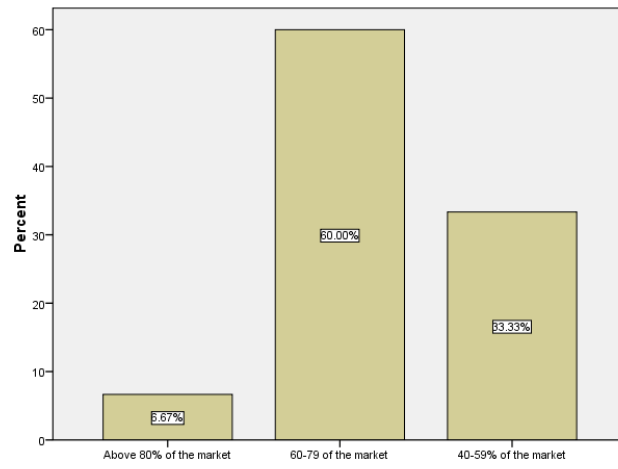


Figure (5.16): The Company's Market Share

5.4 Findings:

According to the respondents in the sample of the study, it is found that:

- **Manufacturer-Supplier Relationship:**

- (a) The company's relations with the manufacturers of its products and services are featured by traditional interaction (direct selling).
- (b) The purpose of the company to engage in these relations with its products and services manufacturers is to: improve quality, delivery on time and reducing costs.
- (c) The company follows many sourcing strategies with products manufacturers, but in mainly focuses on multiple and dual sourcing strategies.
- (d) Most of the time, the company is occasionally made involved in the process of products design by the manufacturers of it the products it sells.
- (e) In most cases, the company's relation with its products manufacturers is characterized by a win-win relationship.

- **Supplier-Customer Relationship:**

- (a) The nature of the company's relations with its customers is found to be a cooperative relationship.
- (b) The focus of the company's operational strategy is found to be on reducing costs, providing high quality products and services and mutual delivery dependability.
- (c) The customers of the company are found to be highly dependent on its products and services.
- (d) The length of the company's relation with its current customers is found to be characterized by a long duration.

(e) The market share of the company is found to be ranged between 60% and 79% of the total market of the products and services it sells which is regarded to be a very high markets share.

Conclusion

Results

From the discussion of the data analysis Results and the findings of the study:

1. It can be said that the manufacturer-supplier relation has an effect on the customer satisfaction.
2. As well, the supplier-customer relation also influences the customer satisfaction.
3. In addition to that, both manufacturer-supplier relationships and supplier-customer relationships influence the organizational performance in general.
4. Where the total number of customers in the year 2007 is 253 customers before application of the system and after the application of the system in 2014 the number of customers has reached to 547 client, which demonstrates that there is a big response in the new system for the company.

Recommendations:

1. This research is very important for studies if it is apply to wide range of people.
2. Change culture of people influence in data collection very easy and provide realistic data.
3. The objectives of manufacturer-supplier must be include customer satisfaction for continue improvement.
4. There should be enough time for planning; ongoing monitoring; assessment and feedback, so that will not diminish the value for money and the impact of this company.
5. If managers use confidence dimensions, internal and external training and ongoing, follow-up with the client and commitment as a basis for discrimination or supply their own customer base and they can develop more effective strategies for the relationship.
6. The company can take care of the training and development of the employee to be a comprehensive employee in order to reduce customer waiting time and reduce the total cost of the company.

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جامعة السودان للعلوم والتكنولوجيا



كلية الدراسات العليا

استمارة تحكيم استبيان دراسة بعنوان: العلاقة بين المصنع والمورد – المورد والعميل

واثرها على رضا العميل لمجاستير تكميلي في إدارة الجودة الشاملة والتميز

م	الاسم	الجهة	التوقيع
1	د. الطيب إبراهيم عسل	جامعة السودان للعلوم والتكنولوجيا	
2	د. عبد السلام عبدالماجد	جامعة النيلين	

إشراف/

د. عفاف أحمد محمد حسن

إعداد الطالب/

إيهاب علي الطيب بابكر

***Sudan University of Science and Technology Deanship of Quality &
Development Quality & Excellence Center***

Impact of Manufacturer-Supplier and Supplier-Customer Relationship

On Customer Satisfaction

M. Sc. In Total Quality Management

Data Collection Instrument – Questionnaire

SECTION 1: Demographic Data:

- | | | | | |
|----------------------------|------------------------|--------|-----------------------|--------|
| 1/ Gender: | Male | () | Female | () |
| 2/ Age Group: | 20-30 years | () | 31-40 years | () |
| | 41-50 years | () | Above 50 years | () |
| 3/ Academic Qualification: | Diploma/Certificate | () | Bachelor | () |
| | Master | () | Ph.D. | () |
| 4/ Job Role: | Employee | () | Dept. Manager | () |
| | General Manager | () | B. of Director Member | () |
| 5/ Job Specialization: | Administration | () | Marketing/Sales | () |
| | Finance | () | Human Resources | () |
| | Other (Specify): _____ | | | |

SECTION 2: Manufacturer-Supplier Relationship:

CHOOSE THE SUITABLE LETTER (A, B, C OR D) WHICH REFLECTS YOUR POINT OF VIEW

1/ Nature of the Relationship with manufacturer:

- | | |
|--|--------|
| A/ Traditional Relationship (Direct Selling) | () |
| B/ Logistic Relationship (Technical & Management Innovation [JIT/TQM/AMT]) | () |
| C/ Partnership (Product Innovation & Technological Development) | () |
| D/ All of the mentioned above | () |

2/ the Purpose of your company and the manufacturer to engage in such a relationship:

- A/ Quality Improvement ()
- B/ Delivery on Time ()
- C/ Cost Reduction ()
- D/ All of the mentioned above ()

3/ the Sourcing Strategy of your company with manufacturers:

- A/ Single ()
- B/ Single Active ()
- C/ Dual ()
- D/ Multiple ()

4/ As a supplier, does the manufacturer of your products make your company involved in the product development process – form product design up to product distribution?

- A/ Yes ()
- B/ No ()
- C/ Occasionally ()

5/ How do you describe your company's relationship with its product manufacturer?

- A/ Win-Win Relationship ()
- B/ Dependency Relationship ()
- C/ Technical/Financial Relationship ()
- D/ Other ()

SECTION 3: Supplier-Customer Relationship:

CHOOSE THE SUITABLE LETTER (A, B, C OR D) WHICH REFLECTS YOUR POINT OF VIEW

1/ Nature of the Relationship between you (as a supplier) and your Customer:

- A/ Cooperative ()
- B/ Exchange ()
- C/ Exchange Partnership ()

D/ Direct Selling/Purchasing Relation ()

2/ Your Company's Operational Strategy Focus:

A/ Cost Reduction ()

B/ High Quality of Products and Services ()

C/ Product/Services Delivery Dependability ()

D/ All of the Abovementioned ()

3/ The degree of Customer Dependency on your company's Products:

A/ High Dependency ()

B/ Medium Dependency ()

C/ Low Dependency ()

4/ The degree of Customer Dependency on your company's Service:

A/ High Dependency ()

B/ Medium Dependency ()

C/ Low Dependency ()

5/ Duration of the Relationship with the majority of your Company's Current Customers:

A/ Long Duration ()

B/ Medium Duration ()

C/ Short Duration ()

6/ The market share of your company compared to other companies in the industry:

A/ Above 80% of the market ()

B/ 60-79% of the market ()

C/ 40-59% of market ()

D/ Below 40% of the market ()