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Abstract  
The main objective of this study was to assess the effectiveness of integrated approach towards evaluation and suppliers selection at Azam Company. Furthermore, the study identified the demographic and socio-economic factors of the respondents for the purpose of this study.  
This study covered Azam Company on the effectiveness of integrated approach towards evaluation and suppliers selection at Azam Company and was selected purposeful due to its activities within the society of delivering soft drinks in the country. A total of 100 respondents in the Azam Company including businessmen, customers doing with Azam Company also managerial staffs and workers of Azam Company. Mainly reviewed on the effectiveness of integrated approach towards evaluation and suppliers selection at Azam Company through supply chain integration, integrated management and integrated approach in its totality. The reviewed studies indicate that there were factors such as increased revenue, controlled costs, flexibility, manufacturing quality goods, getting goods on time and others had effectiveness of integrated approach towards evaluation and suppliers selection at Azam Company.

Majority (60 percent) of the respondents were Male, 40 percent were Female of the respondents around Azam Company and businessmen, customers who came at Azam Company in demanding services such as to be supplied with goods also workers and managerial staffs within the company. Furthermore, 65 percent of the respondents have primary education and majority (67 percent) of the respondents they engaged in business and customers involved in this study.

Introduction  
Supplier selection is the process of selecting to acquire the necessary materials to support the outputs of organizations. Selection of the best and/or the most suitable suppliers is based on assessing supplier capabilities (Shih et al, 2004). Choosing the right supplier involves much more than scanning a series of price lists. Your choice will depend on a wide range of factors such as value for money, quality, reliability and service. How you weigh up the importance of these different factors will be based on your business' priorities and strategy. A strategic approach to choosing suppliers can also help you to understand how your own potential customers weigh up their purchasing decisions.

It will help you decide what you need in a supplier, identify potential suppliers and choose your supplier.  
The most effective suppliers are those who offer products or services that match - or exceed - the needs of your business. So when you are looking for suppliers, it's best to be sure of your business needs and what you want to achieve by buying, rather than simply paying for what suppliers want to sell you. For example, if you want to cut down the time it takes you to serve your customers, suppliers that offer you faster delivery will rate higher than those that compete on price alone. It is well worth examining how many suppliers you really need. Buying from a carefully targeted group could have a number of benefits; it will be easier to control your suppliers, you may be able to make deals that give you an extra competitive advantage. However, it's important to have a choice of sources. Buying from only one supplier can be dangerous -where do you go if they let you down, or even go out of business? Equally, while exclusivity may spur some suppliers to offer you a better service, others may simply become complacent and drop their standards.

The things you have to look in supplier is (i) reliability, (ii) quality-the quality of supplier need to be consistent-your customers associate poor quality with you and not your suppliers, (iii) also strong
service and clear communication that is you need your suppliers to deliver on time, or to be honest and give you plenty of warning if they can't. The best suppliers will want to talk with you regularly to find out what needs you have and how they can serve you better (iv) Financial security- It's always worth making sure your supplier has sufficiently strong cash flow to deliver what you want, when you need it. A credit check will help reassure you that they won't go out of business when you need them most.

(v) A partnership approach- A strong relationship will benefit both sides. You want your suppliers to acknowledge how important your business is to them, so they make every effort to provide the best service possible And you're more likely to create this response by showing your supplier how important they are to your business. (vi) Identifying potential suppliers: You can find suppliers through a variety of channels. It is best to build up a shortlist of possible suppliers through a combination of sources to give you a broader base to choose from. (vii) Recommendations: ask friends and acquaintances. You are more likely to get an honesty assessment of a business’ strengths and weaknesses from someone who has used its services. (viii) Directories: if you are looking for a supplier in your local area, it’s worth trying directories such as Yellow Pages and Thomson. (ix) Trade associations: if your needs are specific to a particular trade or industry, there will probably be a trade association that can match you with suitable suppliers. (x) Business advisors: local business-support organizations such as chambers of commerce, can often point you in the direction of potential suppliers. (xi) Exhibitions offer a great opportunity to talk with a number of potential suppliers in the same place at the same time. Before you go to an exhibition, it is a good idea to check that the exhibitors are relevant and suitable for your business. (xii) Trade press: trade magazines feature advertisements from potential suppliers

1.1 Historical background:

Azam Company has become the greatest supplier of soft drinks in the country since it has managed its supply chain through allocating suppliers in different angle according to geographical position whereby it has divided the country into four zone that is Northern part, Southern part, Western part and Eastern part in providing its services as it enters within the regions there are smallest suppliers which do provide services in terms of center in case you want service you can get easily through suppliers who are allocated in your area there is no need to go in a great distance but service are very near and close to you hence there is a great relationship between suppliers and customers and at the same time with management in fulfilling the customers’ needs through suppliers and this has been done so, so as to reduce cost and at the same time is time management in providing service at adequate manner and in order to ensure quality services they have built customer relations desk in relation to its suppliers to air their views in making the company to have a good relation with its customers and at the same time in its logistics there are trucks and lorries used to transport goods and services from one place to the other in its suppliers so as to ensure the services is available in its daily routine also the suppliers are told to have a certain amount of money, area/premises on where they are activities will be done and the management will come to check if they fulfill their criteria then if satisfied they will allow them to do supply on behalf of the company. Also in the daily routine of the services and goods provided at Azam Company there is a very good relationship between management and the normal workers whereby they follow up coordination system in manufacturing their goods whereby there are different managers in every department of production so as to hear if there is a problem can be easily tackled and at the same time in improving services and this has led to mutual relationship in production and delivering services in a reasonable time also flexibility is seen in the company whereby the workers had time to discuss their problems before eruption whereby weekly meeting are done so as to create close relationship between workers and management hence in line up with suppliers in manufacturing goods and providing services and goods in a great way. Every supply chain needs three key components in order to be as effective as possible and to generate revenue: functioning logistics, supply chain and product innovation strategies are all required in order to create the most value within an organization’s operations, no matter the industry. It’s no longer enough to have a well-functioning logistics organization, supply chain, or product design process. To
achieve real agility and enable innovation, you need all these things working together (Mo Khurana, 2017)

In addition, let’s take a look at some of the most important advantages to having an integrated supply chain

1. Stay on top of demand

With integrated logistics, supply chain and product innovation strategies, companies are better positioned to predict demand and act accordingly. Today’s increasingly global supply chain needs to be able to spin on a dime and accommodate shorter product life cycles, emerging markets and fluctuating economies. Marrying innovation with logistics and effective supply chain management is one way to make sure businesses are adequately responding to changes in demand.

2. Flexibility

One of the most important benefits of an integrated supply chain is increased flexibility. Houston Chronicle contributor Chirantan Basu noted that by integrating of all business’s functions, flexibility can be achieved. “Tight supply chain integration gives management operational flexibility to respond rapidly to external events, such as the actions of competitors and changes in customer demand,” Basu wrote. “Companies can gather intelligence through their supply chains, which allows them to be generally aware of what their competitors are planning months in advance.

3. Eliminate waste

Maintaining a sustainable supply chain isn’t easy. Supply chain management professor and Inbound Logistics contributor Paul A. Myerson noted that lean practices help identify and eliminate waste in the supply chain, and increased agility allows organizations to respond effectively to unpredictability. So a combination of agile and lean supply chain practices is the best option. Integrating data from across operations is the best way to ensure that the supply chain is sustainable and successful in the long term.

4. Higher profit margins

The previous three benefits lead into this one: When the supply chain is a well-oiled machine, it’s easier for companies to maintain and even increase their revenue, resulting in higher profit margins. Effectively managing an innovative, collaborative supply chain – through the use of product and portfolio management software and SCM solutions – can help businesses produce and deliver products at a much faster, more successful rate, and thus attain that higher profit margin. It’s clear that maintaining an integrated supply chain is critical to business success. However, integrating these disparate concepts is sometimes much easier said than done. According to a McKinsey report, large IT projects usually run Integrating data from across operations is the best way to ensure that the supply chain is sustainable and successful in the long term.

Most OEMs (Original Equipment Management) no longer compete solely as autonomous corporations. They also compete as participants in integrated supply chains. This revolution, which is changing the ways products are designed, produced, and delivered, has the potential to alter the manufacturing landscape as dramatically as the industrial revolution or the advent of mass production. This chapter describes the changing nature of supply chains and efforts to optimize their performance.

45 percent over budget and 7 percent over time. What’s more, they only deliver 56 percent of the value expected at the beginning of the project. In the past, OEMs typically drove down the cost of purchased materials through aggressive negotiations, imposing terms and conditions that minimized supplier profitability and often left suppliers in a weakened condition. More recently, OEMs have begun to adopt a strategic partnership approach, which recognizes that increased, sustainable benefits can accrue from long-term relationships between participants in the supply chain (a win-win situation). This approach considers total life-cycle costs over multiple iterations of a product, with the goal of increasing mutual benefits for all participants in the long run.

Supply chain management

In this era of competition among supply chains, the success of a corporation is increasingly dependent on management’s ability to integrate the company’s networks of business relationships.
Supply chain management has been defined as the integration of key business processes, from raw-material suppliers through end users that provide products, services, and information that add value for customers and other stakeholders (Lambert et al., 1998). Supply chain management makes use of a growing body of tools, techniques, and skills for coordinating and optimizing key processes, functions, and relationships, both within the OEM and suppliers and customers, to enable and capture opportunities for synergy. An OEM’s competitive advantage is highly dependent on this integrated management function. Supply chain management attempts to combine the best of both worlds, the scale and coordination of large companies with the low costs, flexibility, and creativity of small companies. The focus of supply chain management must evolve in response to changing business environments and evolving product life cycles. Different interactions among participants are required during each phase of the product life cycle, from inception through recycling. The supply chains for products in new markets must be flexible to respond to wide fluctuations in demand (both in quantity and product mix). Products in mature, stable markets require supply chains that can reliably deliver products at low cost. Thus, effective supply chain management must be responsive to these changing conditions to ensure that the supply chain evolves accordingly. For example, marketing excellence used to be the primary source of Procter & Gamble’s (P&G’s) dominance of the consumer products industry. However, as P&G expanded its product and service offerings in response to market opportunities, the increased complexity of these offerings created difficulties in meeting the needs of retail partners and customers. Traditional marketing strategies involving in-store sales and price promotions created great variations in product demand. To meet heavy short-term marketing-induced peaks in demand, P&G invested in huge manufacturing capacities, inventories, warehouses, and logistics capabilities.

In response to these problems, P&G modified its supply chain focus and remade itself through a series of innovative initiatives. Working both internally and with suppliers and customers, the company created a heralded partnership with Wal-Mart, virtually eliminated price promotions, and streamlined its logistics and continuous replenishment programs. These initiatives reduced variations and uncertainties in demand, thereby reducing the need for surge production capacities and large inventories. Thus, by evolving their primary supply chain focus from marketing to production, inventories, and logistics in response to changing business requirements, P&G was able to reduce costs, meet customer demand, and build strong, coordinated relationships with retail partners and customers.

Conceptual Framework

Conceptual Framework may be related from some ideas or theory, it is used to develop new concepts or to reinterpret existing ones (Kothari, 2004). Many studies have established and discussed the effectiveness of integrated approach towards evaluation and suppliers selection. How integrated approach may be useful to the company, how different strategies may be used to do integration.

![Figure 1: The flow process of supply chain management (Liao and Kao, 2011)](image-url)
Models used in integrated approach:

Integrated approach means the idea of integrating or combining aspects of several different schools of thought to promote wellness (Conjecture Corporation, 2003). Therefore, integrated approach is by looking at the complex systems as a whole and see if the individual components fulfill the main objective of an organization or system in a manner which result in integration of many different dis-paring functions and different disciplinary fields for collective optimum performance at minimum cost to the objective in a sustainable manner and also result in a long term benefit to the environment. Strong emergence of collective behavior of complex system should be the cornerstone of an integrated approach (Vijayaratnam, ccdc, 2009).

Through integrated approach three models were used namely integrated management and supply chain integration and Taguchi loss function.

“Integrated management not only combines the efforts of individuals and groups in ways that achieve unity, but also unifies these efforts into a larger coherent whole.”

Management can be an individual, as well as a collective activity, and is generally viewed as an organizational phenomenon. Integrated management promotes equilibrium between different interconnected spheres: the organization, society and the environment. Integrated management uses new and existing managerial concepts and tools, while putting emphasis on the systemic processes, stakeholder culture, real-world leadership and emotional intelligence at play within an organization. In contemporary organizations, this approach to management is valued as a strategy to reconciling complex cross-functional challenges. Integrated practices, as opposed to unilateral, specialized practices, are proven to foster open-mindedness and flexibility in individuals and communities. Integrated management promotes a flattening of traditional organizational silos while encouraging a context sensitive approach to understanding individuals, systems and organizations.

“Integrated management faces the tensions of different perspectives on value to formulate and implement strategies that transcend rather than accept trade-offs. It implies ensuring coherence among the various business functions as well as harmony between the organization, society, and the natural environment.” It should be stated that the implementation of management system integration should be based on provision of social responsibility and holistic approach to the organization. It requires the long-term united efforts of leaders in a strategic hierarchical level and high organizational maturity to ensure the fluency of the running stages of planning management system integration, preparing documentations, implementing and realizing integrated management system.

Also it is necessary to purify the conception of integrated management system in organizational context. Theoretical analysis of integrated management systems show, that all of the management systems cannot be well integrated in principle. They can only be partly integrated and coordinated. A need to question the level of integration of management systems is very important as in scientific discourse as in practice. It is important to mark, that the number of organizations, that seek to optimize management processes.

In the contemporary world, coordination and supervision of management systems is a complex aim, which needs constant redesigning and innovations; organizations are challenged to optimize their management constantly. One of potentialities can be implementing an integrated management system. Traditionally, it consists of the quality management, employees’ health and safety management, there is no international standard that would submit unambiguous recommendations about ensuring the management system integration, and every organization copes with this assignment on its own (Mykolo, 2011).

In the past, as per the theory of Industrial Dynamics, the concept of supply chain management was a bit unclear but the concept starts to develop in terms of its function and logistics are part of it. Interestingly enough, according to (Lambert, 2001), as per the Council of Logistics Management (CLM) in the year 1980, supply chain management was viewed as logistics. Secondly, some modification of the definition of logistics; where logistics are part of supply chain process including the information-sharing, storage and warehousing, as a service provider, as it involve in transmitting
the information from the point of origin to the point of consumption. According to (Bala, 2014), supply chain management develops a process to meet the customer’s demands. An organization that are optimizing their supply chain management will emphasize on the supply chain coordination, integration and improving the relationships. Importantly, supply chain management is the backbone of company’s direction, where it integrates both material and the information. In managing a supply chain, three important inter-related elements are the supply chain network structure, the supply chain business processes, and the supply chain components such as: 

Supply Chain Management Framework Elements and Key Decisions Supply Chain Business Process Supply Chain Management Components Supply Chain Network Structure (2) What process should be linked with each of these supply chain members? (3) What level of integration and management should be applied for each process link? (1) Who are the key supply chain member with whom to link processes? supply chain management consists of several functions including sourcing, purchasing, inventory management, warehouse management, operation’s supervision to the distribution of products to the customers (John, 2011) whilst (Tian, 2009) firstly stated that supply chain management manages all internal and external business activities. Secondly, relates the supply chain management as also the logistics management in terms of efficient and effective logistics. For this reason, the notion of internal supply chain consists of purchasing, production and distribution flow, as it composed of networks of supply and demand. The internal supply chain management refers to the activities of management itself that is planning, organizing, control and coordination of the supply chain. It is very important to achieve the integration and coordination in the entire supply chain network. Chopra and Meindl (2016) identify seven suggestions to achieve coordination: quantify the bullwhip effect, getting the top management’s commitment for coordination, allocate the resources, communication with other stages of a supply chain, optimizing the technology to improve visibility of information and sharing the benefits of coordination equally. Hence, the internal supply chain integration makes use of the flow in supply-demand with the goal to turn the supply-demand flow into more flexible, efficient and effective. There are four main facets in internal supply chain integration; information integration, decision making integration, financial integration and the operations of this integration. There are three fundamental stages of the supply chain; procurement, production and marketing have been managed independently, buffered by large inventories. Increasing competitive pressures and market globalization are forcing businesses to develop supply chains that can quickly respond to customer needs (Cox, 1999). To remain competitive, these businesses must reduce operating costs while continuously improving customer service. With recent advances in communications and information technology, as well as a rapidly growing array of logistics selection, businesses have an opportunity to decrease operating costs by coordinating the planning of these stages (Thomas and Griffin, 1996). Recently, SCM and the supplier selection process have received significant attention in the business/marketing management literature. During the 1990s, many manufacturers sought to develop strategic alliances with suppliers in order to upgrade their management preference and competitiveness (Shin et al., 2000). While coordination between a manufacturer and its suppliers is typically an important and difficult link in the channel of distribution, many methods have been adopted for supplier selection under rather simplistic perceptions of the decision making process (Chen et al., 2006). Supplier selection and its related tasks are positioned at the front end in the supply chain process. There is so much focus on the external supply chain that internal processes can often be left behind. The external supply chain refers to the network of activities outside of a company such as transportation, and the environmental factors, which can have a direct or indirect effect on operations e.g. supplier failure, changes in laws and natural disasters. These external activities are usually deemed to have a greater impact on the supply chain. Internal supply chain refers to the chain of activities within a company that concludes with providing a product to the customer. This process involves multiple functions within companies such as sales, production and distribution. It is obvious that accompany’s performance would be enhanced by the integration of these functions. (ChudaBasnet, 2013).
Supply chain integration is a major factor in explaining the performance of companies. What exactly is the internal supply chain? Without sounding painstakingly obvious, it refers to the chain of activities within a company, specifically, purchasing, production, sales and distribution. The internal supply chain has a significant impact on a company’s success; operations need to run smoothly in order to create a harmonized working environment and an efficient workflow. Integrated supply chain is a process where in every phase of procurement of raw materials to production, quality control to packaging, distribution or supply to eventual delivery is streamlined and inseparable. It is a holistic and collective of the various process, which may be under complete control of one company or multiple partners will come together to have collective control over the integrated process. Integrated supply chain or supply chain integration has several advantages which is why most companies have switched to integrated supply chain management. However there are some disadvantages as well (Benjabutr, 2017). Advantages of supply chain integration as follows:
(a) Increase Revenue
Integrated supply chain allows a company to focus on assets that would allow the organization to reap more rewards. There are always facets of a business that will have a more pronounced impact on the revenues and hence must be optimized as much as possible. Integrated supply chain management allows companies to prioritize and focus on the specialized assets that would improve their products, increase market share or enhance operating profits.
(b) Controlled costs
Integrated supply chain will always reduce costs, especially transactional costs which are unavoidable among subsidiaries, partners or vendors. Having a centralized or integrated supply chain management, a company is essentially doing away with frills that would have otherwise delayed the process and would have also incurred needless costs.
(c) Quality control
Supply chain integration helps in ensuring quality. When there is a concerted attempt to keep a stringent compliance check, it is immensely difficult to approve or pass along faulty products. There is only one authority overseeing compliance throughout the process.
(d) Competitive Edge
With financial advantages, stricter compliance and better products, a company will be able to fight its competition and emerge as the winner with integrated supply chain management. Internal and external integration in the system of supply chain management are becoming more and more important for the performance of individual companies, or in a broader context, for the performance of all companies involved in the supply chain system. External suppliers provide the materials that create a company's products and services. A business choosing to combine its supply chain to incorporate both external and internal suppliers runs the risk of oversimplifying its production processes. Effective supply chain process has become paramount in today’s organizations only it ensuring the overall successful supply chain management but also organizational performance and to gain competitive advantage. In organization to compete successfully there is a need for an effective collaboration of three macro processes in the supply chains activities which are Supply Relationship Management (SRM), Internal Supply Management (ISM) and Competitive Relationship Management (CRM). Seeing that the competition is not in organization but rather within supply chain thus Chopra highlighted that the organization structure of an organization has strong success or failure of the integration effort. Over the time Supply chain management system has gone tremendous changes where it can never decrease the overhead cost but rather it forces every single business more innovative in fulfilling the customer’s demand and satisfaction within importance of information system (IS) for supply chain activities (Chopra et al, 2016). The question is that how do an organization approach the supply chain integration today? Integration is all about the collaboration of both internal and external supply chain; whereby ideally Internal Supply Chain Management (ISCM) will fulfill the customer’s demand which falls under the Customer Relationship Management (CRM) and involve in the strategic planning, demand planning, supply planning, decision making and inventory management whilst. Supplier Relationship Management (SRM) covers the supplier management; ranging from payment
terms, pricing, delivery terms, design and supply collaboration. There is a need for understanding that the goal is to improve the cost and performance through a more strategic relationships. In fact, supply chain output is all about the MIX match of time, place, products or services proposition where it is contradict to most believe that the output is the physical product only. Thus, an organization needs to continuously improve their customer service, minimize and overcome the risks and challenges in the internal supply chain management, especially their internal supply chain integration (Meindl et al, 2016).

Taguchi’s loss function is an effective method for quality engineering. The quality losses occur when the product deviates beyond the specification limit, thereby becoming unacceptable (Pi and Low, 2005). Taguchi defines quality as ‘the loss imparted by any product to society after being shipped to a customer, other than any loss caused by its intrinsic function’ (Antony and Kaye, 2000; Ross, 1996). Taguchi proposed a narrower view of characteristic acceptability to indicate that any deviation from a characteristic’s target value results in a loss and a higher quality measurement is one that will result in minimal variation from the target value. For example, the loss is zero when the characteristic’s measurement is the same as the target value. The loss can be measured using a quadratic function and action is taken to systematically reduce the variation from the target value (Kethley and Waller, 2002). Taguchi’s loss function is classified into three types of functions: nominal-is-best characteristics, smaller-is-better characteristics and large-is-better characteristics. The proper function depends on the magnitude of variation and the variation is allowed in both directions from the target value. This target can be the center within two-sided specification limits, called the two-sided equal or nominal-is-best loss function (see Figure 2) and it can be formulated in Equation (4).

\[ L(y) = k(y - m)^2 \]  

Where \( L(y) \) is associated with a particular value of quality character \( y \); \( m \) is the nominal value of the specification; \( k \) is the average loss coefficient and its value is a constant depending on the cost at the specification limits and the width (e.g., \( \Delta \pm m \)) of the specification; where \( \Delta \) is the customer’s tolerance.

![Figure 2: nominal-is- the best loss function](image)

In addition, the other two loss functions include the one-sided minimum and the one-sided maximum specification limit functions, called the smaller-is-better and the larger-is-better loss functions (see Figure 3 and Figure 4) which are formulated in Equation (5) and Equation (6) respectively.

\[ L(y) = k \cdot \left( \frac{y}{A} \right)^2, k = \frac{A}{\Delta^2}. \]  

\[ L(y) = k \cdot y^2, k = \frac{A}{\Delta^2}. \]

Whereby \( A \) is average quality loss; and all other variable are the same as those in the nominal-is-best.
loss function.

\[ L(y) \]

**Figure 3. Smaller-is-better loss function.**

\[ L(y) \]

**Figure 4. Higher-is-better loss function**

**Methodology**

Different methodology were used in order to accomplish the research purpose. The methodology demonstrates the entire process of this study, as well as an analysis of the various research methods employed during conduct the research. This chapter highlights the study design, the source of data, the research design, the sample selection and size, data collection procedures. Thus, in different ways enabling the study to achieve the research objectives and questions that was a guide to the researcher in the study.

**In-depth interview**

An interview is a verbal interaction between an interviewer and an interviewee designed to list the information, news, opinions, or feeling they have on their own (Mcha, 2016). Thus interview method is used to collect data into two ways which are face to face interview and Telephone interview.

This method was particularly used to this group of respondents because were the ones who possess more and important information regarding the subject under study in both styles unstructured and structured interviews. This is a method whereby the researcher followed a rigid procedure and seek answers to a set a pre-conceived questions, this was used to collect data from management officials, workers, customers and suppliers who were involved in one way or another in Azam
Company to perform its daily routine in delivering soft drinks. Also it gives a chance to researcher to interact with respondents as result accurate data were collected.

**Data Collection**

This is a method whereby data are collected both primary and secondary.

Primary data is the original source on which the researcher collecting the data directly that has not been collected previously (Mcha, 2016). Primary data are first hand data which were collected through interview, field observation, focus group discussion, personal story and questionnaires from respondents.

Secondary data are the sources containing data which have been collected and compiled for another purpose. The secondary source is consisted of really and available data that are already compiled together it can be statistical statements and reports or any document which was used by researcher for the study (Thomas C, 2016). Data collection methods which were employed for this research were administering of the questionnaire to the respondents in a Qualitative and Quantitative methods of doing research. These include; questionnaires administered, documentary review, focus group discussions and direct observation to the respondents who are in one way or another involved with Azam Company in daily activities on delivering services on soft drinks. Different methods were used so as to complement each other in order to improve the validity and reliability of the data. Including closed and open ended questions were administered to collect information on the effectiveness of integrated approach towards evaluation and suppliers selection. According to Kothari C. R. (2008) a questionnaire refers to the set of questions which are either sent by mails to selected respondents to answer at their own convenient time and return the duly filled in form to evaluator or researcher.

The choice of using questionnaire was great priority because of its advantages over other methods, and cheap to administer to respondents and convenient for collecting data from a large efficient and ability to capture more information from the source that is normally covered in other methods of data collection. The questionnaires were both in Swahili and English language in a way that respondents found easy to understand. The questionnaires were personally distributed by researcher to respondents. It used both categories of questions which were used in structured questionnaires and unstructured questionnaires in data collection of this research by researcher. Furthermore, the interview schedule/guide was used to collect data and information through personal interviews which was carried out in structured way. The set of pre-determined questions were prepared before researcher goes to the field.

**Data Processing and Analysis Methods**

In analyzing data, information from quantitative and qualitative data has mainly presented in a descriptive manner seeking to collect prospective and retrospective information from a combination of qualitative and quantitative research methodologies. Before coding operation of quantitative data, questionnaires were cross-checked for completeness, consistence, homogeneity and reliability of the data collected. There after questionnaire were coded and doing data entry in to the Statistical Package for Social Science (SPSS). Analyses of the data were done by using SPSS and Microsoft Excel. Univariate analysis was done whereby frequency and percentage distribution of sample were captured and presented. A basic way of presenting univariate data is to create a frequency distribution of the individual cases, which involves presenting the number of cases in the sample that fall into each category of values of the variable. This was done in a table format and a bar chart representation. The findings presented into tables, chart, explanation and examples. Cross tabulation was done to make comparison of the variables included in the study based in to the research objective. While qualitative data were subjected to content analysis technique. Content analysis is of various forms, such as pragmatic content analysis. This emphasize on why something was said. This was used to understand people’s perceptions and beliefs. Another form was designation analysis. This determined the frequency with which certain objects, persons or concepts were mentioned. Content analysis was used to analyze the components of verbal discussions held with different respondents and also In order to describe and summarize the data, identify relationships between dependent and independent variables,
compare variables, identify the differences between variables and estimate the outcome; The variables which were compared are such as increased revenue, controlled costs, quality control, competitive edge.

**Results of the findings**

**The role of supply chain integration towards evaluation and suppliers selection at Azam Company.**

The first task was to examine the role of supply chain integration towards evaluation and suppliers selection at Azam Company and the following variables were observed such as increased revenue, controlled costs, quality control and competitive edge are the ones which played a great role in supply chain integration hence these were adhered. The following table below presents the findings:

<table>
<thead>
<tr>
<th>Classification of variables</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased revenue</td>
<td>46</td>
<td>46</td>
</tr>
<tr>
<td>Controlled costs</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Quality control</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Competitive edge</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>

*Source: Research data, 2017.*

From the table above revealed that 46% respondents selected increased revenue played a great role of supply chain integration towards evaluation and suppliers selection at Azam Company while controlled costs was selected by 24% of respondents and quality control was selected by 20% of respondents and lastly was competitive edge which was selected with 10% of respondents. From this perspective increased revenue had influence and one of the respondent said that “increased revenue is the most considered here since so many people including workers are supposed to adhere to this since will enlighten the company’s future”.

**Tc (b) The contributions of integrated management towards evaluation and suppliers selection at Azam Company.**

The second task was to analyze the contributions of integrated management towards evaluation and suppliers selection at Azam Company and the following variables were seen namely to foster open mindedness, flexibility, innovation and creativity and team work spirit. The following table below presents the findings:

<table>
<thead>
<tr>
<th>Classification of variables</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexibility</td>
<td>53</td>
<td>53</td>
</tr>
<tr>
<td>To foster open mindedness</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>Innovation and creativity</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Team work spirit</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Research data, 2017*

The table 2 above showed that 53% of respondent said flexibility had contributions of integrated management towards evaluation and suppliers selection at Azam Company while 27% of respondents said to foster open mindedness and 12% of respondents said innovation and creativity and lastly 8% said team work spirit. From such interpretation indicated that flexibility has much
contributions of integrated management towards evaluation and suppliers selection at Azam Company. One of the respondent said that ‘‘flexibility has a key to success of any organization since it directs where the organization should go in order to maintain its stability and developmental sustainability in the sense of integrated management towards evaluation and suppliers selection at Azam Company’’

The reasons of implementing integrated approach towards evaluation and suppliers selection at Azam Company.

The third task was to explore the reasons of implementing integrated approach towards evaluation and suppliers selection at Azam Company. The following variables were seen namely manufacturing quality goods, getting goods on time, decision making and efficiency.

The following table presents the findings:

Table 3: The reasons of implementing integrated approach towards evaluation and suppliers selection at Azam Company.

<table>
<thead>
<tr>
<th>Classification of variables</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing quality goods</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Getting goods on time</td>
<td>33</td>
<td>33</td>
</tr>
<tr>
<td>Decision making</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Efficiency</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research data, 2017

The table 3 above indicated that 45% of the respondents said manufacturing quality goods was among the reasons of implementing integrated approach towards evaluation and suppliers selection at Azam Company while 33% of respondents said getting goods on time and 13% of respondents said decision making and lastly 9% said efficiency. From such observation it shows that the reasons of implementing integrated approach towards evaluation and supplier’s selection at Azam Company was manufacturing quality goods since it has highest score.

In general, it showed that integrated approach has a great effectiveness in the organization towards evaluation and suppliers selection since it gives a clear picture what is going on in the organization and what should be done to overcome any problem if it comes in the future since uniqueness is seen in solving problem whereby for instance integrated approach leading to decision making, efficiency even there are some respondents suggested that goods are delivered on time and manufacturing quality goods. This shows how combinations of different models when put together work effectively to accomplish organization’s objectives.

Recommendations For Action

Based on these findings and conclusion of the research, it was recommended as follows:

Firstly, the government through the Ministry of Industry and Trade may establish institution or promote programs in collaboration with trade unions in encouraging and raising public awareness and understanding the effectiveness of using integrated approach towards evaluation and suppliers selection through making them aware in strengthening their organizations.

Sensitization and business training in majoring in integrated approach to solve problem through its importance in the daily routine of organization.

Recommendation for further study.

The effectiveness of integrated approach towards evaluation and suppliers selection is very broad and important topic. This study was conducted only at Azam Company, Dar es Salaam. Further study could still be conducted at the regional or national level in order to discover the wide impacts for the sake of the society at large.
References


