



Seek Wisdom, Elevate your Intellect and Serve Humanity



ADDIS ABABA UNIVERSITY

COLLEGE BUSINESS AND ECONOMICS

MASTER OF BUSINESS ADMINISTRATION PROGRAM

**Supply Chain Collaboration with key Domestic Suppliers: A Case Study of
Meta-Abo Brewery**

By

Selamawit Yitateku Belayneh

**A Thesis Submitted in Partial Fulfillment of the Requirements for the
Degree of Master of Business Administration**

Advisor: Yared Asrat (Ph. D.)

January 2023

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
MASTER OF BUSINESS ADMINISTRATION PROGRAM

Supply Chain Collaboration with Key Domestic Suppliers:

A Case Study of Meta Abo Brewery

By: Selamawit Yitateku Belayneh

Approved By Board of Examiners

Yared Asrat (Ph.D.)

Signature

Date

Advisor

Dr Getie Andualem

getand

9/2/2023

External Examiner

Signature

Date

Internal Examiner

Signature

Date

DECLARATION

I certify that this research work titled **SUPPLY CHAIN COLLABORATION WITH KEY DOMESTIC SUPPLIERS: A case study of Meta Abo Brewery** is my work. The work has not been presented elsewhere for assessment. Where material hasn't been used from other sources, it has been properly acknowledged.

Date: _____

Selamawit Yitateku

In my capacity as an advisor of the candidate's thesis, I certify that the above statements are true to the best of my knowledge.

Date: _____

Yared Asrat (PHD)

ACKNOWLEDGEMENTS

I would like to thank Almighty God for supporting me to complete this thesis. I am greatly Thankful to my advisor Dr. Yared Asrat for his dedication, availability, advice and critical guidance. My thanks also go to my mother for her endless prayers and love which always make me to stand strong. I am also grateful to respondents of Meta abo brewery and representatives of the supplier side who provided me the necessary data to complete this thesis.

List of Abbreviations and Acronyms

SC	Supply chain
SCM	Supply chain management
SCC	Supply chain collaboration
CPFR	Collaborative planning, forecasting and replenishment
IT	Information technology
QDA	Qualitative Data Analysis
SCMP	Supply chain management practices
ROI	Return on investment
CRM	Customer relationship management
B2B	Business to Business
B2C	Business to consumer
SPM	Supplier performance management

Contents

ACKNOWLEDGEMENTS.....	ii
List of Abbreviations and Acronyms	iii
ABSTRACT.....	ix
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 Background of the company	3
1.3 Statement of the problem	3
1.4 Research questions	5
1.5 Research objectives	5
1.5.1 General objective	5
1.5.2 Specific objective	6
1.6 Significance of the study.....	6
1.7 Scope of the study	7
1.8 Limitations of the study	7
1.9 Organization of the report.....	7
CHAPTER TWO: REVIEW OF RELATED LITERATURE	8
2.1 Introduction	8
2.2 Meaning and concept of Supply Chain Management.....	9
2.3 Benefit of Supply Chain Management	9
2.4 Supply Chain Management Practices (SCMP).....	11
2.4.1 Strategic supplier partnership.....	12
2.4.2 Customer relationship.....	12
2.4.3 Level of information sharing	13
2.4.1 Quality of information sharing.....	14
2.5 Ethiopian Experience in SCM	14
2.6 Supply chain in Brewery Industry/Distribution.....	15
2.7 The building blocks of supply chain management.....	16
2.7.1 Integration	18
2.7.2 Coordination	19
2.8 Supply chain collaboration.....	20
2.8.1 Focuses on supply chain collaboration	25

2.8.2 Types of Supply Chain collaboration.....	26
2.9 A measure of supply chain collaboration.....	27
2.9.1 Information Sharing	28
2.9.2 Goal congruence	28
2.9.3 Decision synchronization	28
2.9.4 Incentive alignment	29
2.9.5 Resource sharing.....	29
2.9.6 Collaborative communication.....	29
2.9.7 Joint knowledge creation.....	29
2.10 conceptual Development.....	30
2.11 Constraints of supply chain collaboration	30
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY	32
3.1 Introduction	32
3.2 . Research Design	32
3.2.1 In-depth Case study	33
3.3 Research Approach	33
3.4 Sources of Data	34
3.5 Data Collection Instrument.....	34
3.5.1 Semi structured interviews	34
3.5.2 Researcher observation	35
3.5.3 Focused group Discussion.....	35
3.6 Data collection Procedure.....	35
3.7Data Analysis.....	36
3.7 Validity and Reliability.....	37
3.8 Ethical Consideration	38
CHAPTER FOUR: DISCUSSTION AND ANALYSIS.....	39
4.1 Introduction	39
4.2 Respondent’s awareness about supply chain collaboration	40
4.3 Supply chain collaboration status of the case company.....	41
4.4 Supply chain collaboration and organizational performance.....	41
4.5 Supply chain collaboration indicators and their implementation status in the case company.(Areas of collaboration).....	42
4.5.1 Information sharing	42

4.5.2 Decision synchronization	43
4.5.3 Incentive Alignment	44
4.5.4 Goal Congruence.....	45
4.5.5 Resource sharing.....	45
4.5.6 Collaborative communication.....	45
4.5.7 Joint knowledge creation.....	46
4.6 Constraints of supply chain collaboration	46
4.6.1 Payment delays.....	46
4.6.2 Ownership Transfer.....	47
4.6.3 Performance and capacity of suppliers in Ethiopia	47
4.6.4 Other problems.....	47
CHAPTER FIVE: SUMMERY OF FINDINGS ;CONCLUSION AND RECOMMENDATION	49
5.1 Summary of findings	49
5.2 Conclusion.....	49
5.1 Recommendation.....	51
References.....	54
Appendix-A.....	57
Semi structured Interview for Meta Abo brewery S.C	57
Appendix-B.....	58
Semi structured Interview with representatives of Meta Abo Brewery key domestic suppliers.	58
Appendix-C.....	59
Focused Group Discussion points.....	59
Appendix - D.....	60
Researcher observation checklist	60

List of figures

Figures	Page
FIGURE 1: Establishment and acquisition History of breweries in Ethiopia	9
FIGURE2: Supply chain flow diagram	16
FIGURE 3: House of supply chain management	22

List of Table

Table	Page
Table 1: Definitions of supply chain collaboration	27
Table I. Overview of the data collected from semi structured interview	39

ABSTRACT

The Main objective of this research was to study the supply chain collaboration status of the case company Meta Abo Brewery with its key domestic suppliers. The research is a qualitative study, which helps the researcher to analyze in detail the experiences, Opinions, feelings, and views of the target respondents through Semi structured interviews and focused group discussions. Since the study is a concept that could be answered by some supply chain employees and Medium or higher-level managers; purposive sampling was used as a sampling method. As part of the case company the researcher uses Observations as another means of data collection instrument. The data was collected from Employees of Meta abo brewery S.C located in Oromia region Sebeta city. The findings of the semi structured interviews; focused group discussion and researcher observation indicates that; the supply chain collaboration status of the case company with its key domestic suppliers is fairly good with a possibility of some improvements. As another set of interview was held with the representatives of the key domestic suppliers of Meta Abo Brewery S.C A similar but lower in magnitude result was given to the supply chain collaboration status of the case company. The research study analyses some indicators of supply chain collaboration in order to show the collaboration status of the case company, which are Information sharing, Goal congruence, Decision synchronization, Incentive alignment, resource sharing, collaborative communication and joint knowledge creation. From these indicators the case company is found to be in good status on information sharing, Incentive alignment, collaborative communication, and joint knowledge creation; the respondents give a Lower grade for decision synchronization, goal congruence, and resource sharing. The research finds some constraints that the case company has faced not to collaborate perfectly with its key domestic suppliers such as Payment Delays, The ownership transfer process of company and other internal problems; Based on this and other findings recommendations were suggested ; the company under study has to make on time payments to its suppliers; Create a real time information flow ;create a platform to have a

consistent and timely discussions with its key domestic suppliers; create clear understanding among the employees of the case company and that of the suppliers.

Key words: Supply chain collaboration; Key domestic suppliers; Information sharing, Goal congruence, Decision synchronization, incentive alignment, resource sharing ,collaborative communication, Joint knowledge creation.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Supply chain collaboration is a concept that shows a responsible relationship among partners of supply chain who share information; trust each other; has an aligned goals; work together on their decisions that has an impact on their organizational performance and partnership; share financial and non-financial resources; share costs , risks, and benefits; has good two way communication and share knowledge in order to respond to the market and competitive environment by working together. The goal of supply chain collaboration is to have all partners work together , solve problems and provide better customer satisfaction. Organizations having practice collaboration strategies in their supply chain gain large benefits as compared with the firms which perform individually. The benefits from the collaboration are in the form of efficiency and effectiveness like they have less cost of the overall supply chain as compared with, non-collaborative supply chain organizations. . (Singh et al.,2017)

The current research study is an attempt to address supply chain collaboration through in-depth case study in order analyze the status of supply chain collaboration between Meta Abo brewery and its domestic suppliers. The study analyses the indicators of supply chain collaboration qualitatively using Semi structured interviews; focused group discussion with the employees of Meta Abo brewery and the representatives of the key domestic suppliers of the case company and observation of the researcher. The research Identifies the challenges of the case company that has faced to collaborate with the key domestic suppliers. Based on the findings of the research recommendations are made to the case company Meta Abo brewery in order to improve the supply chain collaboration status with its key domestic suppliers. The scope of the research was the supply chain collaboration of Meta abo brewery with its Key domestic suppliers (upstream collaboration). Therefore, internal collaboration, downstream collaboration, and horizontal and lateral collaboration of the case company with other similar industries or other types of industries are not included.

In today's globalization and highly competitive environment, companies fight to share the given market to survive in the business and secure long term profitability by satisfying their customers who has a knowledge and awareness about the product and services they are using. Global competition is becoming a reason for firms to strive for greater supply chain collaboration to reduce uncertainty, lower transaction costs, build core competencies, capitalize on opportunities for learning and knowledge creation and improve their competitive position. Customer satisfaction is the major concerns for organizations which makes them focus on collaborating on their supply chain, so supply chain collaboration has become a major success factor for organizations to achieve their corporate goals.

The research has an objective to reach at the end of the research ; which are to investigate the SCC status of the case company ;to analyse the impacts and or benefits of poor and or good supply chain collaboration of Meta bao brewery with its domestic suppliers; to identify the challenges of the meta-abo brewery to collaborate with its key domestic suppliers; to indicate better directions to good supply chain collaboration to the case company, other similar firms, and researchers.

In findings the collaboration status of the case company Meta Abo Brewery S.C with its key domestic suppliers have been examined by indicating the necessity, issues and challenges, benefits, and barriers in the context of supply chain collaboration. Further, the research gap and future agenda have been derived which is very helpful for academics and practitioners to understand supply chain collaboration, gaps in the literature, and future agenda about supply chain collaboration. Much of the published work relating to supply chain collaboration focuses on the formation of arrangements, roles and responsibilities, and guidelines for their operation. Very few studies have been conducted in Ethiopia on the concept of supply chain collaboration. As to the knowledge of the researcher, there is no study conducted qualitative analysis on the supply chain collaboration; as in Ethiopia firms the supply chain collaboration gaps extend to the practice of integration and willingness; the trend of managing supply chains from suppliers to customers being traditional which is not more than just a buy and sale (Transactional) relationship. Most of the previous research in Ethiopia did not stress supply chain collaboration. So, this research will fill the gap in the sector by analyzing the presence of supply chain

collaboration indicators that determine the supply chain collaboration status of an organization so that firms can work on their institutional relationships.

1.2 Background of the company

Meta Abo Brewery S.C is a public enterprise that was established in June 1967 with an initial capital of 2 million Birr and a production capacity of 50,000hl/annum. It produces alcoholic and non-alcoholic Beer and Beverages. The major aim of Meta Abo Brewery is to meet the customers' requirements for quality beer and offer customers more choices in the market without affecting the environment. Thus, the Brewery is highly committed to waste reduction, waste management, and satisfying customers' needs and expectations. Meta Abo Brewery utilizes state-of-the-art technology and has a highly qualified professional workforce that enables it to compete in the market with the leading international beer-producing and marketing companies. (Dessaiegn,2021).

Diageo was the owner of the meta-abo brewery for about 10 years; In the latest move in the market, Diageo sold Meta Abo brewery to Castel Group in January 2022. Owning meta-abo has a very positive impact on the market share of Castel group in the African market. The sale will make BGI the country's largest producer, with the addition of Meta Abo to its stable bringing total production capacity to 6 million hectoliters, based on currently available figure. <http://bgiethiopia.com/>

1.3 Statement of the problem

In today's globalization and highly competitive environment, companies fight to share the given market; to survive in the business and secure long-term profitability. In this competitive environment all firms are facing numerous challenges such as supply chain disruption; short product life cycles, and natural and manmade disasters, However firms can't respond to such challenges on their own. They need to work with their supply chain partners and stakeholders to

be better equipped in dealing with such challenges. So implementing the concept of SCC should be their priority to archive their supply chain goals.

Beer is a worldwide consumed alcoholic beverage of several dominant multinational companies and several many thousands of small-scale producers. More than 13 billion liters are sold every year in the world. There is a great advantage for the beer market due to the demographic structure in Africa. The first brewery was established in Ethiopia in 1922; and by 1996 there were six in operation. Private investment in the sector commenced in 1997 when BGI Ethiopia, the brewing arm of France’s Castel Group, entered the market, building the seventh brewery and acquiring the nation’s first, St George Brewery, a year later. As the market opened, local breweries launched and foreign investors, including global majors, tapped into it through both acquisitions and greenfield investments. Today, the market comprises 13 brewers producing an increasingly varied selection of beers and non-alcoholic malt beverages. The introduction of new local breweries and multinational investors entering the market has created stiff competition in Ethiopia’s beer industry. (<https://www.asokoinsight.com/content/market-insights/ethiopia-breweries>).

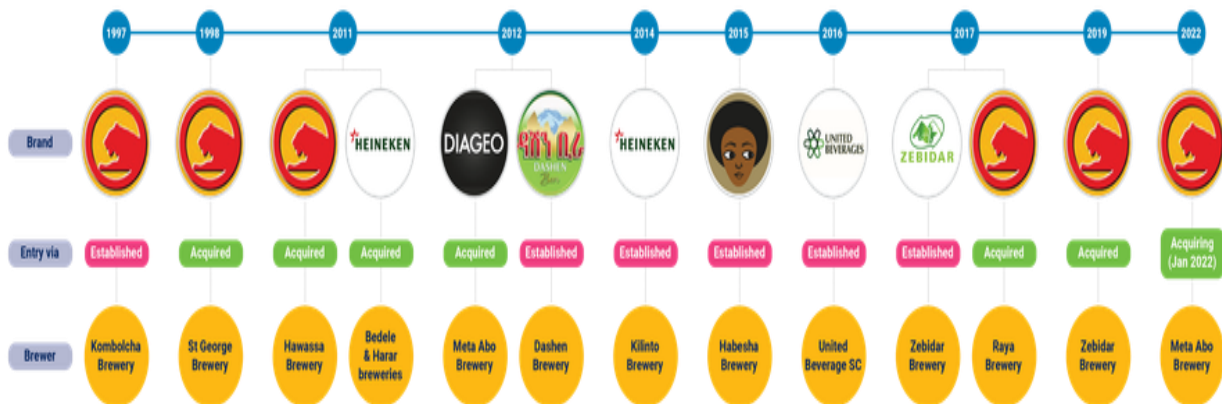


Figure 1 Establishment and acquisition History of breweries in Ethiopia.

Companies operating in an oligopoly market sell their products at wished prices which makes them not customer-focused, which is one of the problems that result in discontented customers who can shift to new competitors when available. Moreover, the practice of the supplier-

customer relationship is based on a transactional basis instead of strategic alliances. In Ethiopian firms, the problem extends to the practice of integration, collaboration, and willingness, and the trend of managing supply chains from suppliers to customers is traditional which is not more than just a buy-and-sale (Transactional) relationship. Most of the previous research in Ethiopia did not focus on supply chain collaboration. The concept, as well as the implementation of well-coordinated supply chain management, is not developed in Ethiopia (Lemma et al.,2015).

The qualitative approach yielded valuable insights. Data obtained from the panel companies provided broader knowledge than would be obtained in a case study and deeper insights than typical quantitative studies. (Min et.al.,2005)

1.4 Research questions

The research will try to answer the following questions.

1. What is the supply chain collaboration status of the meta-abo brewery?
2. What are the challenges that limit the supply chain collaboration of meta abo brewery with its key domestic suppliers.
3. How does an organization develops/creates good supply chain collaboration with its domestic suppliers?

1.5 Research objectives

1.5.1 General objective

The general objective of this study is to analyze the status of supply chain collaboration between Meta Abo brewery and its domestic suppliers.

1.5.2 Specific objective

The specific objectives of the study are

1. To analyze the indicators of supply chain collaboration of Meta abo brewery with its suppliers.
2. To investigate the benefits having good or poor supply chain collaboration with key domestic suppliers.
3. To identify the challenges of the meta-abo brewery to collaborate with its key domestic suppliers.
4. To indicate directions to good supply chain collaboration to the case company, other similar firms, and researchers.

1.6 Significance of the study

Investigating supply chain collaboration is important for the brewery industry specifically for the case Company and its supply chain partners. Therefore, the case company will benefit from the findings of the research because based on the findings, it will be able to use them for designing its policies and strategies for supply chain collaborations with different parties. Moreover, the study will also serve as a springboard for those individuals who are interested to research the topic on a broader scale. It will also contribute to the growth of the existing literature.

The study also will be significant to give awareness to organizations that are not implementing the concept of supply chain collaboration to understand the benefits and start implanting it.

1.7 Scope of the study

This study specifically focused on the supply chain collaboration of Meta abo brewery with its Key domestic suppliers (upstream collaboration). Since the researcher realized Collaboration Gaps on the upstream SC of the case company. Therefore, internal collaboration, downstream collaboration, and horizontal and lateral collaboration of the case company with other similar industries or other types of industries are not included.

1.8 Limitations of the study

The case company Meta Abo brewery has a recent History of ownership transfer from Diageo to Castel group in January 2022. Following the acquisition some of the higher management staff in the company are new to the place and some long-term domestic suppliers of the case company have disconnected their contracts after Meta has acquired by Castel group; this limits the researcher on getting complete information on the supply chain collaboration challenges that had been passed through. The other could be related to the researcher's experience. This study could have been done better by an experienced researcher.

1.9 Organization of the report

The study has five chapters that deal with a different subject. The first chapter will be the introductory part and it will include the background of the study, a statement of the problem, the objective of the study, the significance of the study, limitations, and the scope of the study. Chapter two will deal with a review of related literature on the subject matter. In chapter three methodologies employed will be discussed in detail. The fourth chapter will discuss and analyze the data collected. In the final chapter, the data collected and analyzed in the previous chapters will be concluded and recommendations will be made based on the results of the study.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Introduction

Different substantial gains in organizations' competitiveness are being achieved by coordinating organizational units, integrating information flows, and planning efforts along a supply chain. Nowadays these gains can't be achieved by one company alone; because companies have attempted to concentrate their business on those activities which they know best or their core competencies. As a result, all other activities have been outsourced to other firms, when possible. Consequently, the characteristics and the quality of a product or service sold to a customer largely depend on several firms involved in its creation. This brought about new challenges for the integration of legally separated firms and the coordination of materials, information, and financial flows not experienced in this magnitude before. A new managerial philosophy was needed – Supply Chain Management. (Mehmeti,2016)

The object of supply chain management is the supply chain which represents a network of organizations that are involved through upstream and downstream linkages; in the different processes and activities that produce value in the form of products and services in the hands of the ultimate consumer. (Dessalegn ,2021)

In a broad sense, a supply chain consists of two or more legally separated organizations, being linked by material, information, and financial flows. These organizations may be firms producing parts, components, end products, logistic service providers, and even the (ultimate) customer himself. In a narrow sense supply chain is also applied to a large company with several sites within a country. Coordinating material, information, and financial flows for such companies in an efficient manner is still a formidable task. A supply chain in the broad sense is also called an inter-organizational supply chain, while the term intra-organizational relates to a supply chain in the narrow sense. Irrespective of this distinction, close cooperation between the different functional units like marketing, production, procurement, logistics, and finance is mandatory. (Stadtler, Kilge.,2008)

2.2 Meaning and concept of Supply Chain Management

Supply chain management is the task of integrating organizational units along a supply chain and coordinating material, information, and financial flows to fulfill customer demands with the aim of improving the competitiveness of a supply chain. (Stadtler, Kilge.,2008)

Over the past decade, the traditional purchasing and logistics functions have evolved into a broader strategic approach to materials and distribution management known as SCM.

supply chain management (SCM) is a management concept of the 2000s. It includes divisions from the management concepts of previous decades. Many definitions for SCM have been presented, but none of these definitions is universal . The lack of a universal definition of SCM is in part due to the way the concept of the supply chain has been developed. The concept of the supply chain has been considered from different points of view in different bodies of literature. Such a multidisciplinary origin makes it difficult to come up with a universal definition of SCM.

Despite the barriers to making a universal definition of SCM, attempts to synthesize two definitions, one for supply chain and one for SCM, by extensively examine various definitions of the terms “supply chain” and “Supply Chain Management”. Their definitions are A supply chain is a “set of three or more entities directly involved in the upstream and downstream flow of products, services, finances, and information from a source to the customer”. Supply Chain Management is “the systematic, strategic coordination of the traditional business functions and the tactics across these business functions within a particular company and across 8 businesses within the supply chain, to improve the long-term performance of the individual companies and the supply chain as a whole. (Mehmeti,2016)

2.3 Benefit of Supply Chain Management

SCM has been growing in importance, from the early practice of concentrating on internal processes to the web-linking of supply chain partners. Firms have been pressed to increase their

operational efficiencies to stay competitive. Companies have begun to see the value in effective supply chain relations. Benefits found resulting from electronic SCM include lower inventory levels, quicker response to problems, higher quality levels, higher customer satisfaction, and more diverse product offerings. As internal processes have been improved, external relationships have been examined as the next area of business improvement. Yet, the supply chain must also become more open with its information sharing, and supply chain partners will need to develop a greater degree of trust. Electronic SCM allows for the entire supply chain to become a community, dedicated to efficient operations and customer service. In an increasingly competitive global marketplace, most firms are competing with a high level of market pressure worldwide. To be successful, they need to develop a better way to ensure that customers are satisfied with high service levels at acceptable prices. Based on this strategy, the focus is now shifting towards effective supply chain management. Instead of doing business with other organizations one by one, firms need to manage a whole network of relationships to include logistics and other business processes, from suppliers to end-users. Effective supply chain management (SCM) has become a potentially valuable way of securing a competitive advantage and improving organizational performance.

Making SCM a competitive advantage requires meeting two main challenges, the strategic challenge, and the integration challenge. Developing deeper insight into how to determine what to outsource and when to partner is the key to addressing the first, and the ability to align interests, develop partnership networks and manage complexity and risk across the extended enterprise is crucial to meeting the second.

SCM appears to treat all organizations within the value chain as a unified and virtual business entity. It includes activities such as planning, product design and development, sourcing, manufacturing, fabrication, assembly, transportation, warehousing, distribution, and post-delivery customer support. SCM has become more important, as the strategy is increasingly viewed as a source for contributing to the revenues of the firm.

2.4 Supply Chain Management Practices (SCMP)

SCM practices are defined as the set of activities undertaken by an organization to promote effective management of its supply chain; such as the approaches applied in integration, managing, and coordination of supply, demand, and relationships to satisfy clients effectively: as tangible activities/technologies that have a relevant role in the collaboration of a focal firm with its suppliers and/or clients; and as the approach to involve suppliers in decision making, encouraging information sharing and looking for new ways to integrate upstream activities. As a consequence, it involves developing customer contacts by customer feedback to integrate the downstream activities and delivering orders directly to customers. (Nyangweso ,2013)

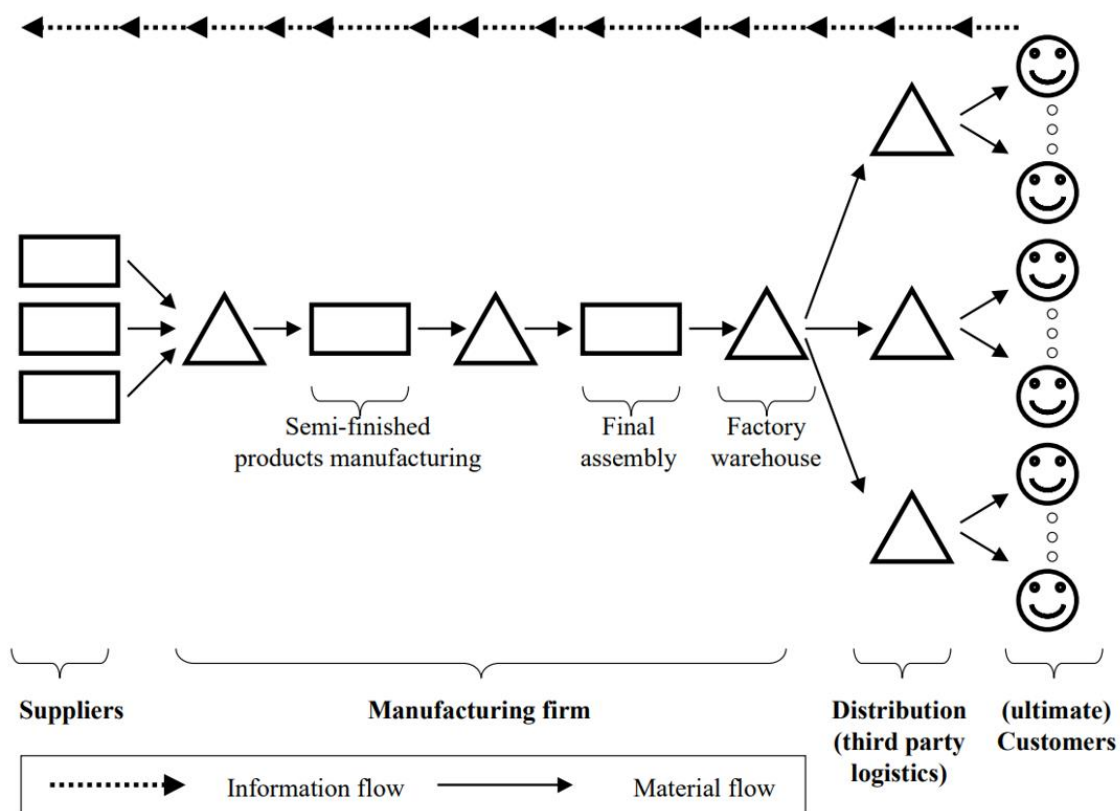


Figure:2 Supply chain flow diagram

In reviewing different works of literature, for measuring SCMP there are four distinctive dimensions, these are; strategic supplier partnership, customer relationship, level of information sharing, and quality of information sharing. The four constructs cover upstream (Strategic Supplier Partnership) and downstream (Customer Relationship) sides of a supply chain, information flow across a supply chain (Level of Information Sharing and Quality of Information Sharing) (Dessaiegn ,2021)

2.4.1 Strategic supplier partnership

Strategic supplier partnership emphasizes direct relationships and long-term and encourages mutual planning and efforts to resolve the problem. Suppliers and organizations can work together more closely and eliminate useless time and effort. Effective partnerships with suppliers can be a critical factor to guide supply chain management. In strategic supplier partnerships, suppliers play a direct role in an organization's quality performance. It is designed to leverage the strategic and operational capabilities of individual participating organizations to help them achieve significant ongoing benefits. Strategic partnerships with suppliers enable organizations to work more effectively with a few important suppliers who are willing to share responsibility for the success of the products.

Strategic partners in the supply chain must realize that the purchasing function is a critical link between the source of the supply chain and the organization itself, with the support coming from the overlapping activities to enhance manufacturing ability for both the customer and suppliers. Suppliers participating early in the product design process can offer more cost-effective design choices, help select the best components and technologies, and help in design assessment (Dessaiegn ,2021)

2.4.2 Customer relationship

Customer relationship involves managing the complaints of the customers and fast solutions to their problems this helps the organization for maintaining a long-term and good relationship with the customers. Customer relationship management (CRM) is an important component of SCM.

A firms' customer relationship practices can generate organizational success in supply chain management practices efforts as well as its performance. That is, trying to define the real need of the customer, by the enterprise integrating various processes and technology, in asking for internal product and service improvement, to dawn an effort of enhancing customer satisfaction and loyalty .The main customer relationship goals are identifying new business opportunities, reduce missed opportunities, reducing customer defection, creating customer loyalty, improve customer service, improve organization performance, reduce costs, and increase revenue .

Relationships are the most sustainable advantage because of their inherent barriers to competition. The growth of mass customization and personalized service is leading to an era in which relationship management with customers is becoming crucial for corporate survival. Customer relationship is the key element in today's SCM practices implementation in any organization. Good relationships with supply chain members, including customers, are needed for the successful implementation of SCM programs. Close customer relationship allows an organization to differentiate its product from competitors, sustain customer loyalty, and dramatically extend the value it provides to its customers (Dessalegn ,2021)

2.4.3 Level of information sharing

The level of information sharing refers to the extent to which critical and proprietary information is communicated to one's supply chain partner. Sharing of information consists of two elements as quality and quantity; both elements are significant for supply chain management practices and are used as exogenous constructs in supply chain management. Within an organization, shared information can differ from the strategic level to the tactical level as well as from logistics movements to market and information-related customers.

Many researchers have suggested that the key to the seamless supply chain is making available undistorted and up-to-date marketing data at every node within the supply chain. By taking the data available and sharing it with other parties within the supply chain, information can be used as a source of competitive advantage. Moreover, consider the effective use of relevant and timely information by all functional elements within the supply chain as a key competitive and distinguishing factor.

2.4.1 Quality of information sharing

Quality of information sharing includes accuracy, timeliness, adequacy, and credibility of information exchanged to make the entire supply chain more competitive and resourceful. While information sharing is important, the significance of its impact on SCM depends on what information is shared, when and how it is shared, and with whom.

Divergent interests and opportunistic behavior of supply chain partners, and informational asymmetries across the supply chain affect the quality of information. It has been suggested that organizations will deliberately distort information that can potentially reach not only their competitors but also their suppliers and customers. It appears that there is a built-in reluctance within organizations to give away more than minimal information since information disclosure is perceived as a loss of power. Given these predispositions, ensuring the quality of the shared information becomes a critical aspect of effective SCM. Organizations need to view their information as a strategic asset and ensure that it flows with minimum delay and distortion (Dessalegn ,2021)

2.5 Ethiopian Experience in SCM

SCM practices and challenges in different industries of Ethiopia were studied in different dissertations. The results of different researches in the practices of SCM in different commercial sectors of Ethiopia are poor. A study was done on the practice of SCM for Ethiopian textile firms. It was found that SCM practices in Ethiopian textile firms are weak and not considering SCM as a strategic tool for competition. Business managers of the textile firms didn't give attention to SCM theories and practices. In another study was done on the impact of SCM practices on the organizational performances in metal and engineering industries. The result of the study shows that the implementation of SCM in this industry is weak. Also, the SCM practices don't have any relationship with organizational performances except internal lean practices.

A study was conducted on the practices of SCM in cement industries. The result of the thesis shows similar to other industries in the country i.e. the practice of SCM in the cement industry is almost poor. There seems that the demand outweighs the supply of the cement, which contributes to not using SCM as a competitive strategy. Also, the SCM and model development study as a case study of Mesfin Industrial Engineering plc. The result of this study shows that most of the employees of the company don't have awareness of SCM. The company also doesn't use supply chain cost analysis rather than using the traditional accounting system

A study done on BGI Ethiopia revealed that there is a low level of practical implementation of SCM practices in BGI Ethiopia and that only Customer relationship has a strong significant influence on competitive advantage. Strategic supplier partnership, Level of information sharing, and Level of information quality on competitive advantage have no significant influences on the competitive advantage of the case company. Quality, Delivery dependability, and time to market have strong significant influences on organizational performance. A study done on AWASH Wine S.C Ethiopia concluded that four Supply Chain Management Practice constructs (Customer relationship, Level of Information Sharing, Quality of Information Sharing, and Internal Lean Practices) have a positive and significant influence on Organizational Performance. Whereas, Strategic Supplier Partnership has not statistically significant to influence Organizational Performance (Dessaegn ,2021)

2.6 Supply chain in Brewery Industry/Distribution

The brewery industry is going through a particularly challenging phase given the current economic, social, and cultural changes globally. While technology advancements can help address these massive structural shifts, there needs to be a deeper comprehension of the strategic requirement before embarking on technology and business initiatives. The traditional distribution system in the brewery industry involves a three-tier structure with delivery enabled through value-added distributors. This structure is of particular relevance to the North American market. These distributors merchandise, sell and deliver the product to the end consumers. This structure often creates a conflict of interest between the value-added distributors and the beer manufacturers. The manufacturer's profits from increased sales are at the expense of distributors'

margins whereas distributors could profit by selling products at higher profit margins, which forces the manufacturer to cut or optimize their costs (Dessalegn ,2021)

There are many disciplines that formed the foundations of supply chain management. Firstly, forming a supply chain requires the choice of suitable partners for a mid-term partnership. Secondly, becoming an effective and successful network organization, consisting of legally separated organizations calls for practicing inter-organizational collaboration. Thirdly, for an inter-organizational supply chain, new concepts of leadership aligning strategies of the partners involved are important.

2.7 The building blocks of supply chain management

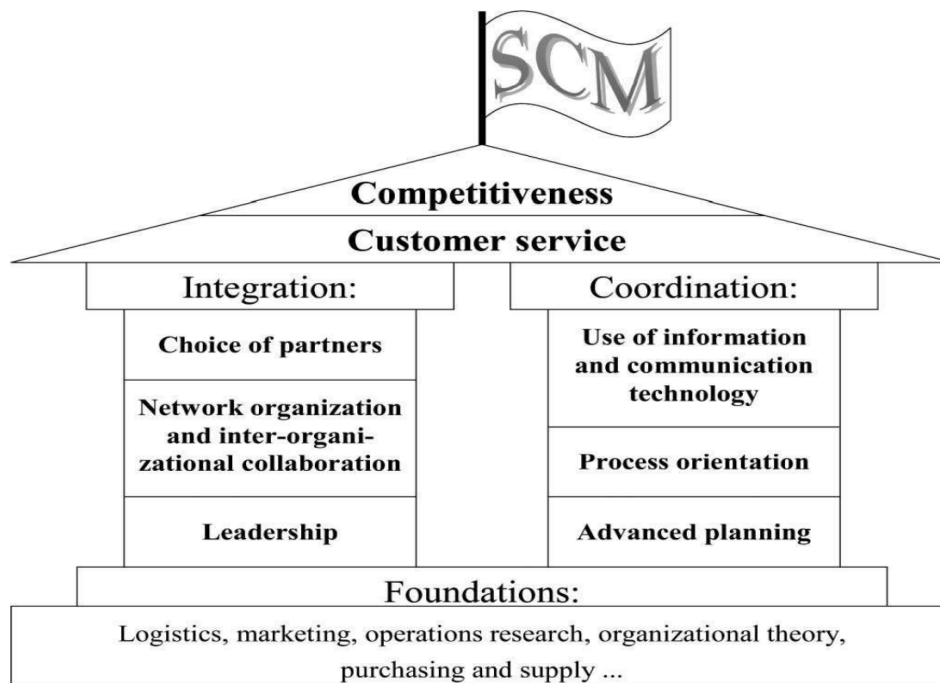
The House of supply chain management (SCM) illustrates the many facets of SCM. The roof stands for the goal of SCM; competitiveness and customer service indicate the means. Competitiveness can be improved in many ways, e. g. by reducing costs, increasing flexibility with respect to changes in customer demands or by providing a superior quality of products and services.

The roof rests on two pillars representing the two main components of SCM, namely the integration of a network of organizations and the coordination of information, material and financial flows. The figure also shows that there are many disciplines that formed the foundations of SCM.

The two main components which incur some degree of novelty, will now be broken down into their building blocks. Firstly, forming a supply chain requires the choice of suitable partners for a mid-term partnership. Secondly, becoming an effective and successful network organization, consisting of legally separated organizations calls for practicing inter-organizational collaboration. Thirdly, for an inter-organizational supply chain, new concepts of leadership aligning strategies of the partners involved are important.

The coordination of flows along the supply chain can be executed efficiently by utilizing the latest developments in information and communication technology. These allow processes formerly executed manually to be automated. Above all, activities at the interface of two entities can be scrutinized, while duplicate activities (like keying in the data of a consignment) can be reduced to a single activity. Process orientation thus often incorporates a redesign followed by a standardization of the new process.

For executing customer orders, the availability of materials, personnel, machinery and tools has to be planned. Although production and distribution planning as well as purchasing have been in use for several decades, these mostly have been isolated and limited in scope.



(Stadtler, Kilge.,2008).

Figure 3: House of supply chain management

2.7.1 Integration

Integration refers to the special building blocks that cause these firms to collaborate in the long term which are choice of partners, network organization and inter-organizational collaboration and leadership.

The choice of partners starts with analyzing the activities associated with generating a product or service for a certain market segment. Firstly, activities will be assigned to existing members of a supply chain, if relate to their core competencies. Secondly, activities relating to standard products and services widely available on the market and with no potential of differentiation in the eyes of the ultimate customers, will be bought from outside the supply chain. Thirdly, for all remaining activities, a partner to join the supply chain has to be looked for in the course of a make-or-buy decision procedure. Selection criteria should not be based solely on costs, but on the future potential of a partner to support the competitiveness of the supply chain. A suitable organizational culture and a commitment to contribute to the aims of the supply chain will be of great importance. A possible partner may bring in specialized know-how regarding a production process or know-how of products and their development. In case of a global supply chain, additional criteria have to be considered like taxes, exchange rates, etc. The assignment of activities to those members within the supply chain who can perform them best as well as the ability to adapt the structure of a supply chain quickly according to market needs are seen as a major advantage compared with traditional hierarchies. From the perspective of organizational theory, supply chains are a special form of a network organization. They consist of loosely coupled, independent actors with equal rights.

A supply chain is regarded as a cross between a pure market interaction and a hierarchy. It tries to combine the best features of the two. Ideally, each entity within a supply chain will concentrate on its core competencies and will be relieved from stringent decision procedures and administrative routines attributed to a large hierarchy. Information and know-how is shared openly among members. Competition among members along the supply chain is substituted by the commitment to improve competitiveness of the supply chain as a whole. Although legally independent, entities within a supply chain are economically dependent on each other.

Obviously, the structure of a supply chain will remain stable, only if there is a win-win situation for each member – at least in the long run. If this is not achieved in the short term by usual price mechanisms, compensation schemes must be looked for. To enforce the coherence of supply chain members several types of bonds may be used. These are technical bonds which are related to the technologies employed by the firms; knowledge bonds related to the parties' knowledge about their business; social bonds in the form of personal confidence; administrative bonds related to the administrative routines and procedures of the firms and legal bonds in the form of contracts between the firms, (Stadtler, Kilge.,2008).

2.7.2 Coordination

The coordination of information, material and financial flows – the second main component of SCM – comprises three building blocks: utilization of information and communication technology, orientation and advanced planning. Advances in information technology (IT) made it possible to process information at different locations in the supply chain and thus enable the application of advanced planning. Cheap and large storage devices allow for the storage and retrieval of historical mass data, such as past sales. These Data Warehouses may now be used for a better analysis of customer habits as well as for more precise demand forecasts. Graphical user interfaces allow users to access and manipulate data more easily. Communication via electronic data interchange (EDI) can be established via private and public nets, the most popular being the Internet. Members within a supply chain can thus be informed instantaneously and cheaply. Communication links can be differentiated according to the parties involved business (B), consumer (C) or administration (A).

Two communication links will be discussed here: Business-to-business (B2B) communications allow companies to redesign processes, like that of purchasing. Manual tasks, e. g. placing an order for a standard item, can now be taken over by computer. It then controls the entire process, from transmitting the order, order acceptance by the supplier and order execution, until the consignment is received and checked. Finally, the amount payable is transferred to the supplier's account automatically. These marketplaces can be distinguished by four characteristics: The specificity of goods (either being manufacturing or operating inputs); the duration of the

relationship (discriminated by systematic or spot sourcing); the pricing mechanism (with either fixed prices, e. g. an electronic catalog, or price negotiations in the form of an auction) and the bias of an e-hub, which may favor either the seller, the buyer or take a neutral position.

Business-to-consumer (B2C) communications aim at approaching the individual end user via the Internet. Several new challenges have to be addressed here, like a user-friendly access to information regarding products and services, securing safety of payments and finally the transport of goods or services to the customer. B2C opens up a new marketing channel to end users and offers a means for incorporating end users within a supply chain. (Stadtler, Kilge.,2008).

2.8 Supply chain collaboration

Collaboration is one of the most talked about topics in business today; it is defined as two or more companies sharing the responsibility of exchanging common planning, management, execution, and performance measurement information. The general idea is that much can be gained from collaborating with supply chain partners. Collaboration has been referred to as the driving force behind effective supply chain management. The fundamental rationale behind collaboration is that a single company cannot successfully compete by itself.

Customers are more demanding; competition is escalating; Thus, many firms seek to coordinate cross-firm activities and work reciprocally over time to produce superior performance. Firms enter interfirm collaborative arrangements in order to share risks and rewards. The objective is to secure higher performance than would be achieved by operating individually. (Min et.al.,2005)

Present-day supply chains are global by becoming longer but fragile. The global supply chain requires sophisticated abilities to monitor, report, Adjust and analyze the flow of events that occur. To manage such events supply chain collaboration is needed to transform from "Plan and execute" to "sense and respond".

In the current competitive environment, all firms are faced with numerous challenges such as supply chain disruption, short product life cycle, natural and man-made disasters. However, firms cannot respond to such challenges on their own. They need to work with their supply chain partners and stakeholders to be better equipped in dealing with such challenges. Entering into alliances and collaborating with supply chain partners can help reinforce the resiliency of supply chains. At the heart of this collaboration is the sharing of information and data. Supply chains have to become more resilient. Increasing visibility within supply chains is becoming a critical strategy for all firms. Visibility into events concerning supply chain partners combined with the ability to respond and adjust are the very characteristics that make up resilient supply chains. Long term collaborative partnerships are considered to reduce such risk. Firms are therefore required to focus on improving collaboration, speed of interactions, and process integration with their supply chain partners. The business processes of each partner need to become more deeply entwined with each other in order to enable resilience. Information must flow smoothly and quickly between each supply chain member. The key is communication Plans change, orders change and the quality of information, production, inventory, transportation directly impact the supply chain and need to be communicated among partners. As supply chains grow longer and cross international boundaries, the requirement on supply chain members to comply with differing regulations in multiple countries increases. Essential to all supply chains is the reliable supply of materials. Within a resilient supply chain, suppliers would need to exhibit the same characteristics that the focal firm does. It is no longer good enough to be reliable in normal circumstances, but supply chain members also need to be a reliable during unusual circumstances. Many researchers have studied supply chain collaboration and its benefits since the early 2000s; savings from lower inventory levels and reduction in the number of warehouses and distribution centers are some of the usual consequences from supply chain collaboration.

Firms that collaborate can improve their business performance, improve customer satisfaction, increase market share, and gain more revenue while at the same time enhance their positive relationship with supply chain partners. Collaboration can help develop both tacit and explicit knowledge. (Ruth,2018)

Supply chain collaboration is a powerful instrument for achieving effective and responsive supply chain management. Supply chain collaboration is a responsible relationship among partners of the supply chain who share information with each other to improve the joint performance; they also redesign business practices to improve profit margin. The goal of supply chain collaboration is to have all partners work together; solve problems and provide better customer satisfaction. These collaborative relationships are long-term endeavors where partners know the capabilities and needs of each other and actively seek to develop new practices. Organizations that practice collaboration strategies gain large benefits as compared with the firms which perform individually.

Definition	Focus of the definition	References
A collaborative relationship based on information exchange in support of joint strategic, tactical and operational planning, forecasting and demand fulfilment processes.	This definition is centred on planning and CPFR-type processes	Barrat (2004)
Collaboration is characterised by a higher level interest, representing an affective, volitional, shared interest process. There must be some form of investment in the relationship that includes mutual understanding, a common vision, shared resources, and achievement of collective goals (p. 41)	Mutual effort between trade partners requiring investment of resources based on common views and goal	Skipper et al . (2008)
Collaboration describes the overall willingness of organisations to seek and implement customer-based solutions using shared resources and producing shared benefits (p. 709)	A customer-focused effort to develop and execute inter-firm processes sharing resources and benefits	Walters (2008)
Collaboration has been defined as two or more companies sharing the responsibility of exchanging common planning, management, execution, and performance measurement information (p. 22)	Cross-firm sharing of planning management, operational execution and performance measurement between firms in a business relationship	Daugherty (2011)
Collaboration is a mutually shared process where two or more firms display mutual understanding and a shared vision, and the firms in question voluntarily agree to integrate human, financial, or technical resources with the aim of achieving collective goals (p. 35)	Shared processes and integration of resources for collective goals	Richey et al .(2012)
Supply chain collaboration involves coordinating activities between buyer and supplier so that both parties can improve the supply chain performance such as reducing cost, increasing service level, better utilising resources, and effectively responding to changes in the market place	Collaborative replenishment to improve total throughput of the supply chain and accomplish a win-win solution	Tsou (2013)

Source: Soosay and Hyland (2015)

Figure 1: Definitions of supply chain collaboration

The benefits of collaboration are categorized in the form of efficiency and effectiveness; so that they will have less cost to the overall supply chain compared to non-collaborative supply chain organizations. By understanding the benefits of supply chain collaboration very large numbers of organizations are going to apply collaborative strategies to enhance the performance of their supply chain.

Collaboration among all partners of the supply chain is a very famous concept; Firms think beyond their boundaries to fit with the increasing competition and globalization to find sustainable solutions. To enhance performance in the global environment supply chain members, increase relationships among themselves. A firm having more networks gains more as compared with individual firms. (Singh et al.,2017)

Collaborative supply chain initiatives continue to be developed and to gain prominence based on the assumption that closer inter-enterprise relationships and enhanced information exchange will improve the quality of decision-making, reduce demand uncertainty and ultimately, improve supply chain performance. Recent research studies have shown that collaboration offers promise for improved supply chain performance in several core areas, including increased sales, improved forecasts, more accurate and timely information, reduced costs, reduced inventory, and improved customer service.

Specifically, for Collaborative Planning, Forecasting, and Replenishment (CPFR) the core expected benefit is to increase the accuracy of demand forecasts and replenishment plans necessary to lower inventories across the supply chain and attain high service levels of the right products in the right locations.

Each form of collaboration varies in its focus and objectives. Regardless of the collaborative approach taken the requirements for effective collaboration are mutual objectives, integrated policies, appropriate performance measures, a decision domain, information sharing, and incentive alignment. These requirements demonstrate a need for significant planning and communication to occur between partners and can require significant resource commitment.

In order for sharing of critical information to occur, a high degree of trust must exist among the collaborating partners. Trust refers to the extent to which supply chain partners perceive each other as credible and benevolent. Credibility reflects the extent to which a firm believes their relationship partner has the expertise to perform effectively while benevolence occurs when a firm believes its relationship partner has intentions and motives that will benefit the relationship.

One important aspect of information sharing as it relates to collaboration is the delineation of the kind of knowledge, explicit or tacit, that results from the exchange of information. Collaborative arrangements involve knowledge transfer that is both explicit (e.g. transactional) and tacit, which resides in “social interactions. More specifically, explicit knowledge is defined as knowledge that can be “articulated and codified” in order to be transmitted easily. In this sense, explicit knowledge often involves the exchange of transactional data (e.g. daily sales); Tacit knowledge is more complex as it resides in social contexts that depend on individual and organizational levels is based on expertise that cannot always be completely expressed because it uses heuristics gained over time and through experiences and is difficult to verbalize By collaborating, firms are able to exchange both explicit and tacit knowledge in order to combine different knowledge streams across contrasting partner capabilities such that new knowledge can be created for mutual benefit. . (Whipple,2007)

2.8.1 Focuses on supply chain collaboration

Organizations have long recognized that better relationships lead to better performance. Based upon this, researchers have examined the elements of relationships associated with better supply chain management. Collaborative practices have been argued to be vital to the creation of firm capabilities and/or performance outcomes. Such practices have been examined in many different ways in different contexts. In the literature, for example, two primary conceptualizations of collaboration have surfaced: collaboration as an interorganizational business process and collaboration as a foundation of interorganizational relationships.

First, collaboration has been viewed as a business process whereby collaborative partners work together toward common goals that mutually benefit the partnering firms. Collaborative

processes include creating a system for planning activities; integrating cross-functional processes; coordinating the supply chain; setting supply chain goals; developing strategic alliances; establishing information sharing parameters and reviewing sourcing and outsourcing options. joint decision-making and joint-problem-solving as a natural extension of sharing information among independent supply chain partners. As such, a collaborative supply chain involves two or more independent companies that work jointly to plan and execute supply chain operations with greater success than when acting in isolation.

Second, collaboration has been portrayed as the formation of interfirm linkages or partnerships in which the parties involved work together and share information, resources, and certain degrees of risk in order to accomplish mutual objectives. Typically, close relationships first develop across functional areas within an organization. This internal functional interdependence establishes the foundation for functional interdependence extending into the partner firm. The result is an integration of intra and interfirm activities. Participants become functionally interdependent and, therefore, pursue mutually beneficial outcomes. Supply chain entities create cross-organizational linkages because they have something to gain. In other words, firms voluntarily agree to integrate human, financial, or technical resources in order to create a better business mode . (Min et.al.,2005)

2.8.2 Types of Supply Chain collaboration

A variety of forms of collaboration are relevant in the context of network competition. These forms of collaboration can be divided into three categories: vertical, internal, and horizontal.

2.8.2.1 Vertical SCC Collaboration

Vertical collaboration includes collaboration between customers, internal functions, and suppliers ; Vertical collaboration is the collaboration when two or more organizations from different levels or stages in supply chain share their responsibilities, resources, and performance information to serve relatively similar end customers

2.8.2.2 Internal collaboration

Internal Collaboration Initially and perhaps most importantly is the issue of internal collaboration. It refers to the integration of various internal interfaces, e.g. marketing and logistics; purchasing and manufacturing.

2.8.2.3 Horizontal Supply Chain Collaboration

Horizontal collaboration is the relationship between competitors and other supply chains actors. Horizontal integration is one of the supply chain collaboration strategies and it is used when two or more unrelated or competing organizations cooperate to share their private information or resources (Addis, 2019) .

2.9 A measure of supply chain collaboration

Research have formulated a model for supply chain collaboration attributed to seven components (information sharing, goal congruence, decision synchronization, incentive alignment, resources sharing, collaborative communication and joint knowledge creation), which they term as mechanisms to reduce costs and risks (Cao et al, 2010).

According to Badea et al. (2014) there are five alternatives that have major importance for a good collaboration: Information sharing collaboration, decision synchronization collaboration, incentive alignment collaboration, resource and skill sharing collaboration, knowledge management collaboration. The authors state that following five alternatives are the most important activities in order to fulfill a new strategy for business enterprises in collaborative supply chain.

structure of SCC with suppliers could be considered as made up of three fundamental elements that promote supply chain capabilities: information sharing, decision synchronization, and incentive alignment Badea et al. (2014)

(Simatupang,2004) also proposes a model for the collaborative supply chain comprising five characteristics: collaborative performance system; information sharing; decision synchronization; incentive alignment; and integrated supply chain processes. The same authors call the three elements as enabling factors and conclude that the structure of ongoing collaboration can be characterized by the three enabling factors of collaborative practice-information sharing, decision synchronization, and incentive alignment (Simatupang ,2004)

2.9.1 Information Sharing

Information sharing is the extent to which a firm shares a variety of relevant, accurate, complete, and confidential ideas, plans, and procedures with its supply chain partners. In addition to sharing information firms have to share quality information, including accuracy and completeness. (Cao,2009)

2.9.2 Goal congruence

Goal congruence is the extent to which supply chain partners perceive their own objectives are satisfied by accomplishing the supply chain objectives. It is the degree of goal agreement, compatibility, or fit among supply chain partners. true goal congruence is indicated by supply chain partners either feeling their objectives fully coincide with those of the supply chain or believing that their goals can be achieved as a direct result of working towards the objectives of the supply chain. (Cao,2009)

2.9.3 Decision synchronization

Decision synchronization is a process where supply chain partners orchestrate decisions in supply chain planning and operations that optimize supply chain benefits. The problem with decision synchronization is that supply chain partners have different decision rights and expertise. Usually, the retailer is responsible for the sales forecast and the supplier is responsible for the order forecast and generation. (Cao,2009)

2.9.4 Incentive alignment

Incentive alignment is the process of sharing costs, risks, and benefits among supply chain partners. It includes determining costs, risks, and benefits as well as formulating incentive schemes. Incentive alignment has a tendency to motivate the members to get in a manner consistent with overall objectives such as disclosing closely held and relevant information; it secures sufficient levels of cooperation and commitment while minimizing damaging routines. (Cao,2009)

2.9.5 Resource sharing

Resource sharing is the process of leveraging capabilities and assets and investing in capabilities and assets with supply chain partners. Sustainable collaborations must be supported with substantial mutual resource investment. Financial and non-financial investments including time, money, training, technology updates and other resources are required. (Cao,2009)

2.9.6 Collaborative communication

Collaborative communication is a message transfer process among supply chain partners in terms of frequency, direction, mode, and influence strategy. close interfirm relationships are indicated by open, frequent, balanced, two-way, multi-level communication. (Cao,2009)

2.9.7 Joint knowledge creation

Joint knowledge creation is the extent to which supply chain partners develop a better understanding of and respond to the market and competitive environment by working together. There are two kinds of knowledge creation activities: knowledge exploration and knowledge exploitation. The capture, exchange, and assimilation of knowledge among supply chain partners enable innovation and facilitate long-term competitiveness. (Cao,2009)

2.10 conceptual Development

Collaboration is a broad and extensive-term, and when put in the context of a supply chain, it needs further clarification (Barratt, 2004). Consequently, the complex nature of supply chains adds difficulties in conceptualizing supply chain collaboration. However, here it is advocated the insights by Min et al. (2005) that collaboration can be conceptualized by antecedents and activities, which, if executed correctly, leads to synergetic outcomes. Antecedents are constructs that form an intuitively appealing set of conditions creating the building blocks of the collaboration. At the same time, activities are the construct that involves the day-to-day operations and are founded on the base provided by antecedents. Hence, this suggests a virtuous cycle where antecedents could both facilitate and inhibit the practice of activities like Information sharing, goal congruence; decision synchronization; incentive alignment; resource sharing; collaborative communication and joint knowledge creation.

2.11 Constraints of supply chain collaboration

In today's business world, financial constraints are one of the most important reasons for supply chain failures. In such an environment, supply and demand mismatch, lack of cash flow, and inventory shortage lead to poor financial performance.

The supply chain literature mostly addresses practices and performances, strategies and their dynamics and system configurations. Despite the crucial role of supply chain management in the improvement of factory performance; it is not applied in a cross-functional way; instead, firms adopt a narrow functional approach focusing only on one aspect of the supply chain such as marketing, logistics, purchasing or IT.

Companies should manage their financial flow just as they manage their physical one; they must deal with the complexity and risks associated with global production systems. Nowadays it is a standard practice in business to grant a payment delay without applying any interest to increase order quantity. If a seller wants to reduce his inventory level, he can offer a reasonable delay in payment for his client without interest; specially for items with shorter life cycle.

The management of cash flow is a crucial parameter of operational strategies. Plenty of companies have failed because they lacked the cash to keep operating. Delays in payment and demand; Managing demand needs exceptional coordination competencies to absorb the dynamic complexity stemming from interaction. Usually supply chain members work as a single entity, driven by local perspectives and opportunistic behavior. There exist conflicts of interest that trigger a supply and demand mismatch. It brings about an increase in the costs of the stock out , depreciation, excess inventory, disposal , expediting, transshipment, Obsolesce , advertising and sale preparation. Clients often view delay in payments as a form of price discount ; which will improve sales and those stimulate the demand for the clients and attract new buyers. (Hicham ,2021)

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The methodologies that were used in this study was defined in this section; the choice of specific research methodology and designs, study area and unit, data type and data source, data collection methods and instruments, sampling and sampling techniques, and data analysis techniques, along with appropriate rationale associated with each approach.

The sources of the data collected are employees of Meta Abo brewery S.C and the representatives of key domestic suppliers of the case company selected using purposive sampling technique. As the research is qualitative the participants were free from any control and data are collected in their natural environment. The researcher was involved in every step being responsive ,flexible, adaptive and good listener. Data collection was continuous until new categories ,thems , explanations and information stop emerging from the data ; which the collected reached its saturation points and redundancy is realized.

The interviews and focused group discussions includes hypothetical, proactive, ideal and interpretive questions through which the participants use their experiences, opinions , feelings and knowledge to participate in the research.

3.2. Research Design

The research paper is an in-depth case study investigated the SCC status of the case company Meta Abo Brewery S.C Based on the indicators of supply chain collaboration of an organization. In addition ;the challenges for the supply chain collaboration of the case company are also studied. This research paper uses An in-depth case studies as a research design that examines the supply chain collaboration status of the case company by collecting data using Semi structured interviews, Researcher's observations, and focused group discussions. This study attempted to

explain the supply chain collaboration status of the case company Meta abo brewery by showing the implications/ indicators of its presence; Explains the challenges of the company to its supply chain collaboration and recommends how to improve the current status of supply chain collaboration of the case company following the results of the research.

3.2.1 In-depth Case study

According to (Kumar ,2018) case study is a general term for the exploration of an individual, group or phenomenon. It also defined as researcher exploring in depth a program, an event, an activity, a process or more individuals. The structure of a case study should be the problem, the context, the issues and the lessons learned.

A case study is usually a study of a single case or a small number of cases. Depending on the purpose of the study, the cases are quantitative or qualitative research; the researchers choose the design. These are in-depth examinations of people or groups of people. These are one of the first types of research to be used in the field of qualitative methodology. The case method has its roots in sociology and has been found to be especially valuable in practice-oriented fields, such as, management, public administration, psychology, history, education, and medicine. Case studies are not used to test hypotheses, but hypotheses may be generated from case studies. A case study is time-consuming and may be quite costly. It is used to study one or more cases within a bounded setting or context. It is conducted by using multiple sources like questionnaires, interviews, observations, written accounts, and audio-visual materials

3.3 Research Approach

This research paper uses qualitative research as an approach to study the collaboration status of the case company with its key domestic suppliers. The research is largely inductive and flexible in nature. The research questions involve questions which can show the intentions, views and opinions of the respondents.

3.4 Sources of Data

The required data for this research was gathered from the management and employees of the different functions of Meta Abo brewery S.C Sebeta Factory site; the Key domestic suppliers were part of the study. The management and employees of the suppliers were included because the key domestic suppliers were chosen is primarily related to the fact that supply chain collaboration is strategic by its nature. According to the information found from the supply chain managements of the Case company; A supplier who is considered as key Domestic supplier is a company who supply critical items and whose performance will entirely affect the performance of the beer Factory. Other suppliers whose performance does not hamper as such the performance of the industry were not part of this study. The key domestic suppliers supply malt, Barley, chemicals, packing materials and Transporter companies.

3.5 Data Collection Instrument

The main data used for this study were primary data collected by the researcher directly from the respondents through Semi structured Interviews, Researcher observation and focused group discussions with Supply chain department employees and managements.

Totally Meta abo brewery has 290 permanent employees from which a total of 17 participants were selected using purposive sampling ; since the information required for the study needs different people who have knowledge and awareness about different supply chain collaboration dimensions and organizational performance of the firm; purposive sampling technique was used to have the right proportion of people from every concerned department. The other source of data for this study were key domestic suppliers of meta-abo brewery.

3.5.1 Semi structured interviews

Semi structured interviews with the case company Managements and employees of the Departments Supply chain ; Production ; Administration , Finance ; As well as the representatives of the Case company's domestic suppliers. The semi structured interview

includes asking questions, listening to and recording answers from an individual on a semi-structured or format in an in-depth manner. The Interview includes Hypothetical; Proactive; Ideal; Interpretive and Leading questions. The researcher made follow-up questions to the respondent's so that they can relate the answers with their experiences ;to include their personal opinions; to share personal feelings and their knowledge .

3.5.2 Researcher observation

Observation of the researcher; The researcher gets close enough to study subjects to observe with/without participation(participant and non-participant observation was made) usually to understand whether people do what they say they do, and to access tacit knowledge of subjects. And the researcher as a member of the supply chain for the case company; Day to day observations for the supply chain collaboration of the company with its key domestic suppliers has helped as another source of data for the research. And Nonverbal expressions of the participants on the semi structured interview and focused group discussions was included in the researcher observation.

3.5.3 Focused group Discussion

Focused group discussion guided by a set of questions and interactive session with a group small enough for everyone to have chance to talk and large enough to provide diversity of opinions. The researcher made Focused group discussions with the Supply chain department managers and employees of the case company regarding the supply chain collaboration status of Meta Abo brewery with its key domestic suppliers and Building ideas on how the collaboration status will be improved.

3.6 Data collection Procedure

First, a semi structured interview was conducted with selected employees of Meta abo brewery S.C from different departments. Then a similar interview was cascaded with the representatives of key domestic suppliers of Meta abo brewery S.C to triangulate the responses provided by respondents of Meta abo brewery S.C. Then focus group discussion was administered for employees of Meta abo brewery S.C. The Observations of the researcher was captured from all the interviews and focused group discussions. For this study, the researcher used purposive sampling technique;

as purposive sampling is a sampling technique that qualitative researchers use to recruit participants who can provide in-depth and detailed information about the phenomenon under investigation.

Interview participants	
Manager 1	<p>Totally there were 17 interviews with both employees of the case company Meta Abo Brewery and the representatives of the key domestic suppliers.</p> <p>The respondents Labeled as 1 are interview participants from the case company and those respondents labeled as 2 are the participants from the key domestic suppliers. All the interviews took from 40 to 90 minutes.</p> <p>The researcher took notes during interviews and some of the interviews were recorded with the volunteer respondents.</p>
SC-Middle Level Manager1	
Procurement Manger 1	
Middle level procurement manager 1	
Production manager 1	
Middle level production manager 1	
Procurement Officer1	
Transport Manager1	
Middle level transport manager 1	
Middle level Production manager 1	
Finance manager 1	
Middle level Finance manager 1	
General Manager1	
Procurement manager2	
Supply chain manager 2	
Customer service manager2	
Sales manager 2	

Table 2. Overview of Interviewee and data collected from semi structured interview

3.7Data Analysis

Qualitative Data Analysis (QDA) is the range of processes and procedures whereby we move from the qualitative data that have been collected into some form of explanation, understanding or interpretation of the people and situations we are investigating. QDA is usually based on an interpretative philosophy. The idea is to examine the meaningful and symbolic content of qualitative data. (Nigatu ,2009)

The fundamental task of the analysis is to interpret the narratives, i.e., to work out their meaning. As a rule, the researcher interprets the data collected from the interview respondents and the focused group discussions in to a meaningful way through which the researcher answers the research questions that initially set to be answered after the study has completed; which makes a protocol of respondents' narratives and uses these to describe the situation of the participants and to work out the implications of the narratives for relevant theory.

Using the research questions ; Deductive approach is used to group the data and then look for if there is similarities and differences. Inductive data analysis approach is also used to condense raw textual data into a brief, summary format; establish clear links between the evaluation or research objectives and the summary findings derived from the raw data develop a framework of the underlying structure of experiences or processes that are evident in the raw data.

To Analyse the researcher's observation; Events were put Chronologically to describe what was observed overtime, to tell the story from the beginning to the end. Critical incidents or major events was described not necessarily in order of occurrence but in order of importance; Various settings: describe various places, sites, or locations in which events/behaviours of interest happen ; individuals or groups involved in the events was described ; important processes was described.

3.7 Validity and Reliability

Validity is often defined as the extent to which an instrument measures what it purports to measure. In this research In order to strengthen conclusions about the findings and to reduce the risk of false interpretations from the semi structured interviews Data triangulation was made by cascading similar semi structured interviews with the case company Meta Abo brewery employees and the domestic suppliers representative's. Which is the use of a variety of data sources in a study. Findings can be corroborated and any weaknesses in the data can be compensated for by the strengths of other data, thereby increasing the validity and reliability of the results.

3.8 Ethical Consideration

Respondents were informed about the objective and purpose of the study and their consent was obtained for better participation in the study. Participants were informed of their right not to participate in the study at any time. Participants have also informed the benefit of the research and that the research has no risk at all, and their identity would be kept confidential.

CHAPTER FOUR: DISCUSSTION AND ANALYSIS

4.1 Introduction

The objective of this research was to study the supply chain collaboration status of Meta Abo brewery with its domestic suppliers. To study this, a qualitative case study analysis was used; for which semi structured interviews with the supply chain department employees; production leading team and finance department leaders was held from the Case company side (see Appendix A for an example of the interview guide). Another set of semi-structured interviews with the representatives of the key domestic suppliers of meta-abo brewery (see Appendix B for an example of the interview guide) was also cascaded in order to cross check the information collected and to triangulate the data gathered from the respondents of the case company. A focused group discussions was held with supply chain department employees and managements (see Appendix C for an example of the interview guide); and the researcher's observation was also another source of data for the research.

The research's general objective was to analyze the status of supply chain collaboration between Meta Abo brewery and its key domestic suppliers. As a specific objective the researcher sets 3 different objectives ; which are intended to analyze the indicators of supply chain collaboration of Meta abo brewery with its suppliers; To investigate the impacts and or benefits of poor and or good supply chain collaboration of Meta bao brewery with its domestic suppliers; To identify the challenges of the meta-abo brewery to collaborate with its key domestic suppliers and To indicate paths to good supply chain collaboration to the case company, other similar firms, and researchers.

In order to achieve the initially set research objectives; the research uses some research questions; through answering them the objectives of the research will meet its targets. The questions tries to get answers for the supply chain collaboration status of the meta-abo brewery ;the challenges that limit the supply chain collaboration of meta abo brewery with its key

domestic suppliers: How an organization can develop/creates good supply chain collaboration with its domestic suppliers.

4.2 Respondent's awareness about supply chain collaboration

In order to understand the awareness of the respondent's regarding the concept of supply chain collaboration; Some of the semi structured interview questions include concepts through which the knowledge of the respondents could be known. Based on the semi structured interviews held with the respondents of the case company Meta Abo Brewer S.C and the representatives of the key domestic suppliers; the researcher find out ; Most the respondents has good awareness about the concept of supply chain collaboration and its importance to their company; they strongly believed that supply chain collaboration is a very critical concept that needs to be implemented in every aspect of a supply chain in order to improve the performance of their company and to compete in the market.

"I usually invite my suppliers' representatives when there are promotional events and celebrations prepared by the company; and send my good wishes to them on holidays" Transport Manager-L1 explains how he tries to keep the relationships of his company with the suppliers since he understood the benefits of having good relationships with suppliers for the best of the company befits. The general understanding about the Importance of supply chain collaboration is different in magnitude and; the degree of understanding is higher in Higher managements than that of the middle level managers and Officers; as the research interview doesn't consider lower level managements and employees as a sample because of the subject matter is something that could be answered by medium and higher managements.

"We don't have choices than collaborating with our suppliers in order to make our company successful; unless otherwise we will be ended of a shortage of input materials by quantity and quality; then if we don't produce, we will not have a profit and it will directly affect the performance of the organization." Production manager 1 is a higher-level manager who works more than 15 years in the beer industry and who has a lot of supply chain and production improvement ideas for the case Company.

4.3 Supply chain collaboration status of the case company

The overall information obtained from the respondents of meta-abo brewery indicates that; the supply chain collaboration status of the case company with its key domestic suppliers is fairly good. Manager 1 Illustrates the supply chain collaboration status of Meta Abo Brewery S.C “ *I don't believe we have a perfect collaboration with our suppliers ; since we usually focus on the benefits of our company only because of some internal reasons and as its difficult to get a perfect suppliers as we wished them to be*” . He strongly believes there must be strong supply chain collaboration among supply chain partners in order to satisfy the customers need and also working on the improvements of the current status.

A similar but somehow lower in magnitude in the other side information collected from the respondents of the key domestic suppliers of Meta abo brewery. This seems to be supported by the qualitative data found from the focus group discussion in which the company is working on keeping the good relationships with its key domestic suppliers as a company as a whole and through its employees.

As the case company Meta Abo brewery has passed through a recent history of ownership transfer from DIAGEO to Castel group; the transition process impacts the collaboration status of the company with its key domestic suppliers and most of the research participants believed that there is a decrease in magnitude on the collaboration status with the domestic suppliers; since some of long term suppliers has disconnected their contract during the transition and most of the existing top managements are replaced by the acquiring company Castel group.

4.4 Supply chain collaboration and organizational performance

Collaboration between supply chain members is very critical for the performance of an organization. The existence of supply chain collaboration between the organization and its key

suppliers must be studied in detail; for further activities on improving the relationship. To achieve collaboration in supply chains, members need to trust each other. This is one of the biggest challenges and often due to differences in bargaining power. Members with less bargaining power tend not to trust those with stronger power. The win-win situation needs to be demonstrated by the member with stronger bargaining power who are often referred to as the “focal” firm in a supply chain.(Cao,2009)

From the results collected from the semi structured interviews with the case company employees and that of the representatives of the key domestic suppliers; having good Supply chain collaboration has an impact on the performance of an organization by Optimizing inventory; On time deliveries; complying on quality standards; providing better price deals . Following this the collaboration will directly has a positive impact on the sales and profit (the more organized supply leads to smooth production which will results big sales volume and higher profits); Market share increases(A higher market share usually means greater sales , lesser effort to sell more and a strong barrier to entry for other competitors) ; Fast return on investment ROI (The amount of return on an investment relative to the investment cost; it shows the net profit of the investment from its initial investment cost).

4.5 Supply chain collaboration indicators and their implementation status in the case company.(Areas of collaboration)

4.5.1 Information sharing

Information sharing is one of the indicators of supply chain collaboration among the supply chain members. Firms in a supply chain must share a variety of relevant, accurate, and complete information. Generally, information sharing must consider sharing quality information. (Ruth,2018)

From almost all the respondents of the case company and the domestic suppliers The information sharing status of Meta abo brewery with its domestic suppliers is good and similar results has got from both sides. However ; the ownership transfer of the case company From its previous

owner DIAGEO to Castel group ; the information sharing platforms has changed and Better platforms had been implemented by the previous owner *“If it was with Diageo I could explain that ; since there was supplier performance management SPM which is a scheduled platform by which we can meet our suppliers review the performances Which makes our relationship very smooth and easy to communicate with them”* Transport Manager1

The case company uses different Modern way of information sharing platforms to share accurate, timely and complete information with its key domestic suppliers. The modern information sharing platforms includes GPS to communicate information with the suppliers to communicate the accurate and timely status of materials deliveries. Formal Email communications are another way of information sharing for the case company Meta Abo Brewery with its key domestic suppliers ; in order to communicate Purchase orders; Payment terms, Quality results; Delivery statuses and any other communications. The employees of Meta Abo Brewery and assigned representatives of Domestic suppliers communicate Via phone and other social media platforms to exchange any required information.

4.5.2 Decision synchronization

Decision synchronization is the next driver of collaboration. Collaboration does not mean joint decision making but it is important that decisions taken by supply chain members are synchronized in order to enable a supply chain to respond quickly to any changes or disruption. Responsiveness is a key output of decision synchronization and enables supply chains to be more resilient because of the enhanced response speed. (Ruth, 2018)

The results of Semi structured interviews with Employees of Meta abo brewery and Its key Domestic suppliers as well as from the focused group discussion; its found that the case company Meta Abo Brewery has Low level regarding its Decision Synchronization with its key domestic suppliers. From the interview with Procurement -L1“*We are not in a very good condition to decide jointly with our suppliers; mostly we are imposing them based on our interest which is there I a demand them to be perfect. Looking at our side only will not create a sustainable relationship”* General manager 1. However All the participants of the research believes that Decisions has to be synchronized with Suppliers in order to have a common benefit

from the decisions made and to find out good price, favorable Payment term, Quality standards and other benefits .

4.5.3 Incentive Alignment

Incentive alignment is another interesting indicator of supply chain collaboration. It is true that having common goals and incentives is helpful in the development of collaborative relationships, but their modalities will need to be defined beforehand if they are to be successful. Gainsharing or vested outsourcing are illustrations of such incentive alignment but do not mean that there is a collaboration between supply chain members. Incentive alignment tends to motivate the members to get in a manner consistent with overall objectives such as disclosing closely held and relevant information; it secures sufficient levels of cooperation and commitment while minimizing damaging routines. It is the process of sharing costs, risks, and benefits among supply chain partners (Cao,2009).

Meta Abo Brewery and Its key domestic suppliers has A very good culture of incentive alignment by sharing Risks , benefits and losses. *‘‘We once cover the bank loan of our one of the key suppliers ; when they were on a serious financial crises and saved them from failures to lose their business’’* Finance manager 1 .From the information collected through Semi structured interviews with the top managers of the company; Meta abo shared risks of the key suppliers when they are seriously impacted by Inflation and price changes; During emergency failures on the materials of the suppliers and other similar risks are being shared.

From the Domestic suppliers end they have Consider the contractual obligations not to be imposed on meta-Abo brewery of material quantity that are expected to be bought during low seasons of the company’s production. *‘‘As you know we and Meta Ab brewery has an agreement through which our customer is obliged to buy us the quantity what is on the agreement and we have the right to make them buy as accordingly; however we usually don’t do that when meta is in low sales seasons; and we tolerate them on delays of payments’’* Supply chain manager 2; she is a supply chain manager in one of raw material supplier of meta Abo Brewery who believes there is a good incentive alignment between the two companies.

4.5.4 Goal Congruence

Goal congruence is also another supply chain collaboration indicator by which the extent to which supply chain partners perceive their own objectives are satisfied by accomplishing the supply chain objectives. (Cao,2009)

From the Researcher's observation and The focused group discussion Meta Abo Brewery Has limited Goal congruence with its key domestic suppliers and also there is a limitation on the awareness of the Middle level managers and employees regarding the importance of Goal congruence in supply chain collaboration.

4.5.5 Resource sharing

Resource sharing has also an intensive impact on the supply chain collaboration of firms ; since it is a process of leveraging capabilities and assets and investing in capabilities and assets with supply chain partners. Sustainable collaborations must be supported with substantial mutual resource investment. (Cao,2009). Low level of resource sharing is observed on Meta Abo brewery and its key domestic suppliers by the researcher and participants of the focused group discussion confirmed that similar observations.

4.5.6 Collaborative communication

Collaborative communication is a message transfer process among supply chain partners in terms of frequency, direction, mode, and influence strategy. close interfirm relationships are indicated by open, frequent, balanced, two-way, multi-level communication. Good level of collaborative communication between Meta Abo and its key domestic suppliers is confirmed by all the participants of the research.

4.5.7 Joint knowledge creation

Joint knowledge creation is another indicator by which we can show the existence of supply chain collaboration, which shows the extent to which supply chain partners develop a better understanding of and respond to the market and competitive environment by working together. There are two kinds of knowledge creation activities: knowledge exploration and knowledge exploitation. The capture, exchange, and assimilation of knowledge among supply chain partners enable innovation and facilitate long-term competitiveness. (Cao,2009). The case company has a good procedural standard on Knowledge sharing with its key domestic suppliers in order to get the required quality standards; The expected delivery schedules and Legal criteria's of the company.

4.6 Constraints of supply chain collaboration

Through the semi structured interviews, focused group discussions and the observations of the researcher; some constraints are raised that are major constraints which doesn't allow them not to collaborate as it is expected to be.

4.6.1 Payment delays

Payment delays to suppliers is considered as the major supply chain collaboration challenge of the case company with its key domestic suppliers by the respondents of the case company Meta abo Brewery S.C. *"I can't call for any reason to one of my suppliers since there is unpaid bill of his two months delivery; we do a payment delays because we usually can't get cash to make the payments of our suppliers"*.

Just like any asset or liability accounts payable (unpaid bills) can have a big impact on profitability and supplier customer relationship. It is critical that business operations maintain good relationships with its suppliers. The single most important thing that a company can do to maintain good supplier relation and to have a good supply chain collaboration is to pay its bills on time. If a company pays its bills on time; suppliers will put good deals, they will suggest better products, they will work with the company on delivery times and policies. (Hicham et.al.,2021)

4.6.2 Ownership Transfer

Ownership transfer process of the case company: As Meta abo brewery had a recent history of ownership transfer from DIAGEO to Castel group on January 2022; the customer supplier relationship has impacted not to collaborate as expected because of the inconveniences following the transition that most of the higher managements has changed; The Employees of the case company has a feeling of insecurity to fully collaborate with the suppliers ; the discontinuity of contract with some existing suppliers of Meta Abo during the previous owner Diageo also has impacted the supplier customer relationship.

4.6.3 Performance and capacity of suppliers in Ethiopia

Unable to find a perfect supplier to collaborate: As the case company is Beer manufacturer who is working to attain international standards. In order to archive the Quality; capacity, legal and other criteria's; its challenging that the partnering companies fall short of meeting the company's expectations; so that Meta Abo brewery can collaborate with the suppliers who can work with it to attain the international standards. *"We are compromising their quality defecting since we can't get local suppliers who can meet our quality standards; Since the excise tax benefits offer doesn't work for the imported goods ; we are forced to buy local materials that doesn't comply our quality standards."* Production-L1

4.6.4 Other problems

The case company's internal problems like Purchase, payment, Delivery, contractual agreement, Demand plan approval delays impacts the collaboration status of the case company with its domestic suppliers. The respondents of Meta abo and the domestic suppliers believes there should be an improvement on approval delay's which directly impacts the supply chain collaboration the case company.

External relations management; *"We need to have a professional contact person who can handle our external relations to be smooth"* Manager -L2; False promises regarding payment, poor internal communication among the departments of the case company makes the employees not to have an updated information before communicating with the representatives of the suppliers.

All the participants specially the top managers strongly believes that there should be an internal session through which the employees get in touch to get updates on every aspects.

CHAPTER FIVE: SUMMERY OF FINDINGS ;CONCLUSION AND RECOMMENDATION

5.1 Summary of findings

- The research participants are found to be aware of the concept of SCC and its indicators.
- The SCC status of the case company Meta Abo Brewery is In a fairly good status ;from the result got from the semi structured interview; focused group discussions and Researcher observation.
- From the total of 7 SCC indicators analyzed in the study ; 4 indicators are found to show the good status of the case company; those indicators are Information sharing, Incentive alignment, collaborative communication and Joint knowledge creation. However on the remaining 3 indicators; the case company has got a lower grade with a possibility of improvement; those indicators that has got the lower grades are decision synchronization, goal congruence and resource sharing
- Meta Abo Brewery SCC has Different constraints suppliers that holds the case company not to collaborate with its key domestic s; which are Payment delays, Ownership transfer of the company, Un availability of suppliers that meet the expectations of the case company standards and other internal problems of the case company.

5.2 Conclusion

The objective of this research was to Investigate the supply chain collaboration status of Meta Abo Brewery S.C with its key domestic suppliers. The researcher believes it will contribute to the improvement of supply chain collaboration by showing the supply chain collaboration status of Meta abo brewery as a case company; and will fill the gap on the qualitative research on the subject matter.

The research tries to answer three research questions that shows the supply chain collaboration status of the case company through the findings of Semi structured interviews, Focused group discussions and researcher observation. It helps to clearly indicate the challenges that Meta Abo

brewery faces not to perfectly collaborate with its key domestic suppliers; and to indicate the improvement ideas that can help the case company and other readers of the research who can learn from it.

To study this, the researcher uses employees of Meta Abo Brewery and representatives from the domestic suppliers as a source of data. Purposive sampling technique was used in order to recruit the respondents of semi structured interviews who can provide in-depth and detailed information about the phenomenon under investigation.

Semi structured interviews: focused group discussions and Researcher's observation was the instruments in order to collect qualitative data from the employees of the case company and its key domestic suppliers based on the review of related literature. The representatives of key domestic suppliers of the case company have included in the research to triangulate the data collected from the case company employees.

To Analyze the collected data answering the research questions; Deductive approach was used to group the data and then look for if there is similarities and differences. Inductive data analysis approach was also used to condense raw textual data into a brief, summary format; establish clear links between the evaluation or research objectives and the summary findings derived from the raw data develop a framework of the underlying structure of experiences or processes that are evident in the raw data.

In order to strengthen conclusions about the findings and to reduce the risk of false interpretations from the semi structured interviews ;Data triangulation was made by cascading similar semi structured interviews with the case company Meta Abo brewery employees and the domestic supplier's representatives. Which is the use of a variety of data sources in a study.; Findings can be corroborated and any weaknesses in the data was compensated for by the strengths of other data, thereby increasing the validity and reliability of the results.

As a result of the different data collection techniques; it was found that the participants of the case company and that of the representatives of the key domestic suppliers are aware of the subject matter supply chain collaboration and its importance to the performance of their organization.

The General information obtained from the respondents of the case company indicates that; the supply chain collaboration status of Meta Abo Brewery S,C with its key domestic suppliers is fairly good. A similar but relatively lower in magnitude result was found in the other side information collected from the respondents of the key domestic suppliers of Meta abo brewery. The result was supported by the qualitative data found from the focus group discussion in which the company is working on keeping the good relationships with its key domestic suppliers as a company as a whole and through its employees.

7 Supply chain collaboration indicators was Qualitatively analyzed in order to show the supply chain collaboration status of the case company; which are Information sharing, Decision Synchronization, Incentive alignment, Goal congruence, Resource sharing , collaborative communication and joint knowledge creation. From these indicators the case company is in good status on information sharing, Incentive alignment, collaborative communication, and joint knowledge creation; the respondents give a Lower grade for decision synchronization, goal congruence, and resource sharing status of Meta Abo Brewery with its key domestic suppliers.

Some constraints was investigated from the case company's supply chain collaboration with its domestic suppliers. Which are Payment delays, Ownership transfer process, The challenges of the case company to get a good supplier to collaborate and other Internal company problems are raised as the constraints of Meta Abo Brewery not to collaborate as expected with its key domestic suppliers.

5.1 Recommendation

Based on the findings of the research the following recommendations are made to the case company Meta Abo brewery in order to improve the supply chain collaboration status with its key domestic suppliers.

- The case company Meta abo brewery has to keep its good supply chain collaboration cultures; through which the performance of the company will benefit in different ways.

- Making on-time payments to delivered sales is required. Just like any asset or liability accounts payable (unpaid bills) can have a big impact on profitability and supplier customer relationship.
- Having real-time information flow between the case company and its key domestic suppliers. According to Transport manager 1; Previously there was a Supplier performance management SPM platform Before Castel group owns Meta Abo Brewery. So it would be a great thing if the company starts implementing such platforms in its current situation as well.
- Consistent and timely discussions with the key domestic suppliers; to have common understanding on the status of both parties about supply chain status.
- Clear understanding about the importance of supply chain collaboration among the supply chain members. Trainings and experience sharing sessions are required to promote the awareness of the employees in the case company ; specially who are working with supplier related activities.
- Internal discussions among supply chain stakeholders of the case company. All the stack holders in the supply chain has to get un updated information about the situation of the company endeavors; so that they can easily handle their supplier's concerns.
- Avoiding false promises regarding payment terms since it will impact the trust between the suppliers and the case company.
- Assigning good communicating contact personnel for the suppliers.
- Awareness creation is needed for the employees of the case company to have a complete knowledge on the concept of supply chain collaboration and how to solve the problems they face with situations related to their relationship with their key domestic suppliers.
- Improvement on the supplier's part regarding competences and capabilities.

- Having skilled manpower in the suppliers' side in area of supply chain achieving internal collaboration, establishing trust, corporate focus, commitment and top management support are highly required.

References

A.J. Cropley, 2002 *Qualitative Research Methods: An Introduction for Students of Psychology and Education*, Zinatne, ISBN: 9984698424, 9789984698427

Akintoye, A., McIntosh, G.C., & Fitzgerald, E. (2000). A survey of supply chain collaboration and management in the UK construction industry. *European Journal of Purchasing & Supply Management*, 6, 159-168.

Amentae, Tadesse Kenea & Gebresenbet, Girma & Ljungberg, David, 2018. "[Examining the interface between supply chain governance structure choice and supply chain performances of dairy chains in Ethiopia](#)," *International Food and Agribusiness Management Review*, International Food and Agribusiness Management Association, vol. 21(8), September.

Banomyong, R. (2018), "Collaboration in Supply Chain Management: A Resilience Perspective", *International Transport Forum Discussion Papers*, No. 2018/22, OECD Publishing, Paris, <https://doi.org/10.1787/7001c5d6-en>.

Hartmut Stadler, Christoph Kilger, 2005, *Supply Chain Management and Advanced Planning*, Springer Berlin, Heidelberg, <https://doi.org/10.1007/b106298>

Kimberlin, C.L., & Winterstein, A.G. (2008). Validity and reliability of measurement instruments used in research. *American journal of health-system pharmacy : AJHP : official journal of the American Society of Health-System Pharmacists*, 65 23, 2276-84 .

Lemma, H.R., Singh , . & Kaur, N. Determinants of supply chain coordination of milk and dairy industries in Ethiopia: a case of Addis Ababa and its surroundings. *SpringerPlus* 4, 498 (2015). <https://doi.org/10.1186/s40064-015-1287-x>

Mei Cao, Mark A. Vonderembse, Qingyu Zhang & T.S. Ragu-Nathan (2010) Supply chain collaboration: conceptualisation and instrument development, *International Journal of Production Research*, 48:22, 6613-6635, DOI: [10.1080/00207540903349039](https://doi.org/10.1080/00207540903349039)

[Min, S.](#), [Roath, A.S.](#), [Daugherty, P.J.](#), [Genchev, S.E.](#), [Chen, H.](#), [Arndt, A.D.](#) and [Glenn Richey, R.](#) (2005), "Supply chain collaboration: what's happening?", *The International Journal of Logistics Management*, Vol. 16 No. 2, pp. 237-256. <https://doi.org/10.1108/09574090510634539>

Melat Dessalegn, 2021, The effect of supply chain management practices on organizational performance: the case of diego- meta abo brewery Ethiopia, <http://hdl.handle.net/123456789/6076>

Mohajan, Haradhan (2018): *Qualitative Research Methodology in Social Sciences and Related Subjects*. Published in: *Journal of Economic Development, Environment and People* , Vol. 7, No. 1 (31 March 2018): pp. 23-48.

Singh, H., Garg, R.K., & Sachdeva, A. (2018). Supply chain collaboration: A state-of-the-art literature review. *Uncertain Supply Chain Management*, 6, 149-180.

Whipple, J.M., & Russell, D.M. (2007). Building supply chain collaboration: a typology of collaborative approaches. *The International Journal of Logistics Management*, 18, 174-196.

Yidnekachew, Hailu, 2020, Quality Improvement and Shelf Stability Of Beer by Controlled Malt Blending Ratios With Respect to Malt Protein Content, <http://etd.aau.edu.et/handle/123456789/20979>

Yirgalem Addis, 2019, The effect of upstream supply chain collaboration on the performance of the brewery industries: the case of bgi Ethiopia, <http://etd.aau.edu.et/xmlui/handle/123456789/20234>

Appendix-A

Semi structured Interview for Meta Abo brewery S.C

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS

Interview questions for supply chain employees of Meta Abo Brewery

1. How do you rate Meta Abo Brewery's supply chain collaboration? Do you believe your organization is collaborating with Its Key domestic suppliers?
2. Do you believe collaboration with suppliers is important to the performance of the organization; and what do you do to improve the collaboration status of the organization with its domestic suppliers.
3. Do you believe supply chain collaboration has an effect on the performance of the organization in terms of increasing market share, profit, sales, and return on investment? How?
4. Does Meta Abo Brewery use different and modern means of information sharing to share information with its domestic suppliers? Does the company share accurate, timely and complete information with its domestic suppliers?
5. Does Meta Abo Brewery make decisions jointly with the key domestic suppliers? What are the decisions you make with these suppliers? Do you believe it's important to make decisions jointly with the domestic suppliers?
6. Does Meta Abo Brewery share risks, benefits, and losses with its suppliers?
7. Do Meta Abo Brewery and its key domestic suppliers have agreement on the strategic goals of their supply chain?
8. Does Meta Abo Brewery share financial resources and non-financial resources with the key domestic suppliers?
9. Does Meta Abo Brewery identify customers' needs, discover new markets and learn the intentions of competitors together with its key domestic suppliers?
10. What areas need to be improved about the supply chain collaboration of Meta Abo Brewery with its key domestic suppliers?

Appendix-B

Semi structured Interview with representatives of Meta Abo Brewery key domestic suppliers.

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
Interview questions for Key domestic suppliers of Meta Abo Brewery**

1. How do you rate's supply chain collaboration of your company with Meta Abo Brewery? Do you believe your organization is collaborating with Meta Abo Brewery?
2. Do you believe collaboration with customers is important to the performance of the organization; and what do you do to improve the collaboration status of your organization with Meta Abo Brewery.
3. Do you believe supply chain collaboration influences the performance of the organization in terms of increasing market share, profit, sales, and return on investment? How?
4. Does your organization uses different and modern means of information sharing to share information with Meta Abo Brewery? Does your company share accurate, timely, and complete information Meta Abo Brewery?
5. Does your company make decisions jointly with Meta Abo Brewery? What are the decisions you make together as a supply chain partner? Do you believe it's important to make decisions jointly with customers.?
6. Does your company shares risks, benefits, and losses with Meta Abo?
7. Do your company and Meta Abo Brewery have an agreement on the strategic goals of their supply chain?
8. Does your company share financial resources and non-financial resources with Meta Abo Brewery?
9. Does your company identify customers' needs, discover new markets, and learn the intentions of competitors with Meta Abo brewery?
10. What areas need to be improved about the supply chain collaboration of Meta Abo Brewery with its key domestic suppliers? Supplier side.

Appendix-C

Focused Group Discussion points

Focused group discussions with supply chain department employees and managers in Meta Abo Brewery S.C Sebeta.

1. How do you see the supply chain management and supply chain collaboration of Meta abo Brewery. Open discussions
2. What are the constraints that you face to perfectly collaborate with the key domestic suppliers. Open discussion.
3. Let's share the experiences that has made by Meta Abo Brewery employees and managements to improve the supply chain collaboration status of the company.
4. Improvement ideas that the company and its employees has to work on the supply chain collaboration of the organization.

Appendix - D

Researcher observation checklist

Criteria	Y	N	Observation
Respondent's looks interested to participate on the Interview and focused group discussion.			
Respondent's Do what they say on the Interviews and focused group discussions			
Respondents are confident enough on their answers			
The employees of the case company exert their maximum effort to improve the supply chain collaboration of the company.			