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Investigating the Impact of Procurement and Logistics Supply Chains on Businesses in Emerging Markets

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Abstract

'To ensure unhindered supply chain building capital through trust with the ability to improve the supply chain to compete effectively" (van Weele, A. J., 2018). This statement highlights the significance of the supply chain to contemporary business competitiveness. As the characteristics of emerging economies look similar, the approaches to solving each challenge are tackled differently. This enables the grouping of individual emerging economies under different pedestals. Thus, this enables them to categorize into "developed emerging economies", which are mostly found in "emerging Asia, and "developing emerging economies", which are mostly found in sub-Saharan Africa, except South Africa, Nigeria, and to some extent Kenya.

The fact is that the similarity of characteristics makes any solution-finding mechanisms applicable to all other emerging economies. Based on the statement of van Weele (2028) as stated above, global emerging economies, to a larger extent support and, with empirical supporting facts, make business headways, by harnessing the abilities to compete effectively in the international market arena with a strengthened supply chain. It can be right to suggest that a solution for one can be the solution for all others. Based on this, the research was conducted to produce some effective solutions that abound in this work.

As the world is vast, it was also impossible for the research to cover all emerging economies across the globe. Hence, for the effectiveness and reliability of the research outcome, significance, application, and credibility of research based on the characteristics of the chosen country, Ghana being one of the known emerging economies was chosen and used as the sample case study. All responses needed to complete the research project were obtained from businesses in this country through questionnaire administration, informal face-to-face observations, and interviews.

All the questions requested were objectives-based to identify business challenges concerning procurement and logistics supply chain understanding, application, and outcomes in global-emerging economies. The research identified that many businesses did not understand the meaning of supply chain. Therefore, their supply chain application was porous, meaning, that applying the supply chain concept was a big issue for many businesses in emerging markets. To businesses in Ghana specifically, business only means sourcing and getting materials for production or for sale with no input consideration of supply chain applications.

The sourcing of information concerning secondary research activities of the research, that is, the literature review conducted, was based on the objectives of the research only. All information was obtained from the vast AIU library resources generously made accessible to AIU students and other reliable sources of information, especially sources from Google Scholar. The basis of secondary resources or research based on the objectives was to obtain a credible interconnection with all sections of the research, with no room

for digressions from the goal of the research project. The researcher hopes that this research project provides a reliable and scholarly piece that is credible enough to add to the body of knowledge and academia.

The selection and choice of methodology employed for the research project are believed by the researcher to be the most appropriate for the research project because the topic of the research demands some investigation. The purposive sampling assisted an effective investigative approach to collect primary data specifically. This enabled both qualitative and quantitative analyses to attain reliable results for the research required. Even though most questionnaires were either not returned or rejected, the responses gathered were enough to identify the supply procurement and logistics challenges envisaged, enabling relevant conclusions and recommendations to be made reliably.

Besides, the presentation of the essay was made in line with the AIU-recommended format. Hence, the research chapter presentation is grouped under the following chapters: general introduction, literature review, methodology, data analysis, conclusion, summary, and recommendations. Included also are the references and appendices to complete the research project work.

Keywords: Supply Chain, Procurement, Logistics, Emerging Markets

1.0 Contextual Background Information``

This chapter consists of the contextual background information comprising of the background of the research, a definition of the investigation (or issue) statement of the issue description of the issue, an overview of the research field, the rationale for the research, a description of the research problem and its importance, the purpose of the research and innovation, research objectives, the research questions, the scope and delimitation of the research, research methodology, significance of the research, conclusion general discussions recommendations and, limitation of research and references and appendices.

1.1 Overview of the procurement and logistics supply chain

The procurement and logistics functions are two separate but interrelated supply chain functions whose activities are globally practiced in business organizations for their strategic importance of impacting operations and contributing to business competitiveness and profitability.

The strategic importance of the two functions of procurement and logistics need to be carried out without too many challenges as effective and efficient management of these have the effect of averting serious customer relationship management risks and ensuring unceasing supply chain activities aimed at real-time deliveries that are capable of satisfying clients and customers in global businesses.

The role of the procurement supply chain is known to assist global businesses in terms of supplier selection in terms of the selecting of the right suppliers who have the capabilities and abilities to sustainably employ the use of clean production facilities to meet procurement requirements for global businesses. Procurement teams identify potential suppliers and evaluate their capabilities. This involves assessing factors such as the quality of their products or services, their reliability, and their delivery times. Once potential suppliers have been evaluated, the procurement team selects the best supplier(s) based on these factors.

The Procurement department negotiates to obtain economically viable and best value, including price negotiations, delivery, and payment terms. Among other conditions for businesses. Effective negotiation can help increase the chance of effectively managing the procurement supply chain of a business to reduce risks associated with supplier performance, improve delivery times, and eventually obtain better prices, thus ensuring the business's competitiveness in the global market. It is also documented that the procurement department is the expert functional department that expertly manages the contract with suppliers, ensuring that all parties to the contract meet their obligations by monitoring supplier performance and ensuring that any likely contract disputes are promptly resolved, thus, ensuring that contract details are adhered to during commencement of the contract through to the consummation of the same. It is also the Procurement function that reserves the sole prerogative to effectively manage contracts with suppliers to ensure that all parties meet their obligations. The management of contracts in procurement ensures that the supply chain function is made easy. This ensures that the procurement supply chain is capable of monitoring supplier performance while addressing all issues without delay. Experts believe effective contract management can help global businesses minimize supply chain disruptions and avoid costly legal disputes. The procurement function again assists with competitive purchases for businesses. For example, procurement can form a consortium with businesses that might have similar purchasing requirements to increase their collective purchasing power to negotiate together to obtain enhanced discounts for their businesses. Another cost reduction capability of the procurement functions a procurement team can continuously evaluate and optimize their procurement processes to reduce costs and improve efficiency by leveraging economies of scale, reducing waste, and optimizing inventor. levels, Procurement also assists global businesses through managing risks associated with supplier performance, delivery delays, quality issues, and other factors that could impact the supply chain. This involves developing contingency plans to address potential supply chain disruptions and working with suppliers to mitigate risks.

It is estimated that the contribution of the logistics function to global trade and commerce is overwhelming and the reasons are not far-fetched. The logistics supply chain undoubtedly carries today's trade and commercial activities by ensuring product availability. No one business can shoulder the production and transportation of its products alone. Even if this is possible, the hassle of reducing special gaps in production and availability of consumers is made easy, possible, and economically sensible through the outsourcing of the logistics part of production. It is the argument of some logistics experts that

"the very fact that oil has been discovered in vast quantities off the West African coast, and as far north as the Cape Verde islands, and, it is now believed, right across the South Atlantic to Brazil, suggests that the oil and gas logistics network will be kept very busy for many years to come" (Rowbotham M., 2010).

Reverse logistics has become an increasingly important function in the supply chain, logistics and procurement discussion on emerging businesses' functions, as it plays a vital role in sustainable production. Reverse logistics activities include the return of wrong product supply to customers, returnable pallets returned for reuse, scrap metals returned for recycling and reuse are some of the activities that reverse logistics is important for in business. Consequently, the need for reverse logistics is paramount to ensure that logistics align with political pressure, social pressures, and legal requirements for a sustainable environment. Experts say these pressures have forced businesses to partly shift their focus from profit margins to environmental considerations, with many increasingly and inherently integrating reverse logistics into their supply chains to reduce energy consumption and lower emissions. Most environmentally conscious customers prefer brands that adopt sustainable reverse logistics activities, leading to greater profitability and improved asset utilization to meet current needs and mitigate environmental impacts, thereby safeguarding the interests of future generations. The hesitation among some businesses to incorporate reverse logistics stems from the perception that these activities are costly. However, the opposite is true: due to its importance, many global businesses are becoming competitive by embracing reverse logistics, as it is proven to enhance profitability and asset utilization while reducing environmental impact. For instance, reverse logistics enables the reuse of packaging materials such as pallets and shipping containers. Other examples include returning scrap materials for recycling, which reduces the cost of procuring new materials and supports future production activities.

Implementing an institutional cost-effective supply chain comes with challenges today, such as information systems challenging for warehousing management and transportation management (Craighead CW, et al, 2017). For example, emerging markets encounter typical supply chain implementation challenges, which include limitations in the use of information technologies by firms, inferior or inadequate supply chain data quality, or absence of external supply chain integrational technologies. Careful consideration of India's supply chain challenges suggests that the need for human resources intervention and capital resources to implement an effective and efficient supply chain, coupled with the limited capital resources of many emerging economies make it even more challenging to comply with the technological needs essential to implement an effective and efficient supply chain that is capable of challenging the supply chains of more resource advanced or resourced rich markets. The limited resource availability and accessibility challenges militate against the value-chain activities that emerging economies need to overcome to harness their business potential. Experts indicate with empirical support that the global supply-chain environment improvement correlates with the increase in the improvement of individual businesses in global activities (Mann, CL, 2012).

1.1.2 Current State of Procurement and Logistics in Emerging Markets

Organizational procurement and logistics used to be conducted manually before the advent or emergence of technological tools. For example, before the advent of electronic/digital tools, procurement used to be conducted by manual/analogue means. Preceding this was the use of the internet organizations used electronic data interchange-based organizational information systems (IOIS) which was used to share data with business partners as the IOIS was designed to be deployed with different functionalities that interconnect multiple organizations (Pani AK, Agrahari A. (2007). The importance of the IOIS was such that about 33% of businesses were conducted using this system. Interestingly, this system consists of about 36% of all academic articles published on the business use of any electronic system.

Experts have indicated that incidentally, emerging markets have increased their demand for products and that the sources of supply come in different forms. Meeting this demand takes the form of direct investments including whereby factories are put up and manufacture the products from scratch or supply knocked-down (sub-parts) parts for reassembling elsewhere. This situation has created an advanced logistics services supply chain system, especially in China and, this is buttressed by the massively referenced by logistics experts as the best example for employing advanced logistics (JOHN Manners-Bell, et al. 2014). To buttress this empirical fact, the procurement supply chain of China is known to be the highest buyer of raw materials and scraps (for recycling).

It is also documented that the Asian continent hosts the highest emerging markets together with the South American economies as well such as Mexico. Increasing demand is determining the very operational structures of logistics and procurement supply chains today.

1.3 Statement and Description of the Issue

This statement of the research identifies the problem of the research and provides a statement of the identified challenges to justify the research conducted in the first place.

1.3.1 Introduction

Global emerging markets have a lot of challenges that need to be investigated. The challenges span from their market strength to their weakness in competing with the best in the business markets which incidentally are the multinationals or conglomerates that have a bigger share of the markets already and sadly operating within emerging markets themselves. The challenge here apparently is that these wield so much power both by having calved a niche or image for themselves and are very difficult to dislodge but also wield influence through the amount of advanced financial and other capital resources including the almost unceasing access to financial resourcing including borrowings for the capital markets. In contrast emerging markets do not have this strength which thus limits their comparative competitiveness.

1.3.2 Overview of the Research Field, the Rationale for the Research, Description of the Research Problem and Its Importance.

The term emerging market was introduced in 1994 by the United States of America's Departments of Commerce as a strategic part of the National Export Strategy to identify promising and "big emerging markets (BEM) around the world that could support businesses in the U.S. in the next export activities of manufacturing businesses". The International Monetary Fund (IMF) later used this term to divide the world economies using the term "emerging markets" to suggest two major categories of markets that were advanced economies or markets on the one hand, and emerging markets mostly in Asia and developing countries in both Asia and Africa on the other hand (Reynolds JV., 2010) on the other hand. Most of the emerging markets arguably included China and Brazil in 2009 and now include India Russia and Indonesia, were estimated to constitute over 40% of the world's total imports - excluding the advanced intra-European Union trade – a piece of good news for US export, and the procurement and logistics functions as essential service providers.

It is a fact that most emerging markets are in Asia and South America though, an appreciable number of African markets, even though have a narrow range of institutions and low assets (Gulde A-M, et al., 2006) and therefore smaller economic scope of activities and by the volume of their export, Nigeria and South Africa stand out as two truly emerging markets, Being the tenth biggest crude oil supplier to the world makes the Nigerian market destination to do business. South Africa being an industrial power of Africa stands out. Ghana's, volume economy of about USD77billion may not even be enough to capitalize one bank in the United States of America by dint of effort relative to the land size and prudent management of the economy is ranked by the World Bank and World Economic Forum as an up-and-coming emerging economy to contend with a B graded economy.

Furthermore, limited data exists in the literature to determine the quantum of growth that indicates the number and speed of growth of most African markets, many of them frantically ensuring growth. Therefore, the unexploited markets of Africa offer a good opportunity not only for multilateral organizations to be attracted to it, but also offer the opportunity for the two functions, logistics and procurement, to strategically organize to take advantage of the anticipated flood of foreign direct investments in the future. A typical case with the oil discovery in 2013 (J.J. 2023), and recently a discovery of lithium ore in the country, there was a higher chance that stabilizing the economy after the covid 19 pandemic and with the strengthening of the currency after the IMF fiscal and monetary intervention and the expansion of university education to expand the middle-income levels, this can pull multinational companies into the Ghana causing a surge in manufacturing activities culminating in a commensurable surge in procurement and logistics service activities to support the economy and create thriving market for overall demand for goods and services.

The above paints a mixed picture of the status of emerging markets. Hope first because some hitherto developing markets are mostly in Asia and South America and are coming up from their developing status to emerging markets, attracting massive or substantial foreign direct investment and inflows as a result. However, the same cannot be said about the developing countries in today's Africa, but this must be of concern to all. Africa's development is necessary to complete the loop of development. This means that African economies are emerging from the developing stage to emerging states with the potential to borrow less, rely less on advanced markets, and attract strategically direct foreign investments due to their vast and untapped deposits of raw materials and essential minerals and growing literacy at all academic levels, to drive the technology market to ensure global economic growth. The need for emerging economies for sophisticated logistics and procurement functional activities that are essential for reducing the spatial gap between markets, increasing purchasing across the world, and raising the standard of business activities will be essential for African businesses to spread wealth by expanding employment and consequently increasing the purchasing power of the ordinary African. This has the propensity to increase global trade, reduce the risks for doing business in Africa due to poverty and endemic corruption, and thus boost international trade and commerce.

Literature abounds on emerging economies and the supply chain of procurement and logistics, but less on references to data and analysis of supply chains of procurement and logistics in African emerging markets to discuss. The researcher aims to address this gap by identifying how an effective and efficient supply chain of procurement and logistics functions can help turn the African markets (economies) by identifying new strategies and models that can help save the cost of operations, encouraging intra-African and global trade.

The good news is that global supply chains are exploring the potential of emerging markets since manufacturers and retailers are competing in lower price areas which are offered not in the advanced economies but by global emerging markets (John Manners-Bell et al., 2014). At the rate, the markets of emerging economies are growing John Bell further states that the International Monetary Fund estimates that the logistics supply chain activities in emerging economies will outpace the European Union and the United States of America due to rising logistics and labor costs these markets but the high desire for manufacturer/producers to locate to where labor cost is low and to the end users, that is "near sourcing".

Most African markets, except a few, are tagged as developing markets, meaning these markets are emerging or are yet to emerge from developing to emerging, providing the opportunity for increasing procurement and logistics service activities to meet the potentially enormous consumer demands. This research is therefore meant to explore how these potential developing markets of Africa may be explored and taken advantage of by strengthening and exploring the potential of the logistics and procurement supply chains functions for effective intra-African trade, and finally to take advantage of global trade and commerce as the Asian markets are doing today.

1.4 The Purpose and Innovation of the Research

The research intends to analyze the current supply chain practices in emerging markets and compare them to those of developed markets, examine the impact of the supply chains of procurement and logistics on the businesses of emerging markets, analyze the challenges and opportunities associated with procurement and logistics supply chain in emerging markets and to study the role of various stakeholders in the procurement and logistics supply chain in emerging markets.

The research will investigate the cost efficiencies of procurement and logistics supply chain in emerging markets, identify and analyze the best practices and strategies for effective supply chain management in emerging markets, evaluate the impact of technology on the procurement and logistics supply chain in emerging markets, analyze the role of government policies and regulations in the procurement and logistics supply chain in emerging markets and study the impact of global trade and competition on the procurement and logistics supply chain in emerging markets and finally examine the role of sustainability in the procurement and logistics supply chain in emerging markets.

Numerous research publications exist on procurement, logistics, and supply chain as individual functions but not on procurement and logistics supply chains in emerging markets as publications. My search for information on procurement and logistics and supply chain that tackles head-on or related to the investigation of how much the procurement, logistics, and supply chain can help emerging markets such as in Africa is non-existent or not many. This leaves a gap in research areas that need to be investigated to improve the fortunes of businesses in emerging markets.

Numerous benefits can be achieved by businesses in emerging markets since direct capital investment is known to flow much more from industrialized economies into emerging economies where structured and organized procurement, logistics, and transportation are going to be needed to support economic activities contrary to, the few emerging economies investing in industrialized economies. The flow of capital in the form of venture capital also helps to establish value-added businesses though varying by country, in aggregation, more capital moves from advanced countries into emerging economies (Hain, D. et al. 2016) because of the benefit of low labor income payments, unemployment, and excess qualified labor availability. Efficient and ethical procurement and logistics can be value-added activities for emerging economies.

As Direct foreign investment moves to emerging economies, the logistics and procurement efficiencies ought to be looked at since the collaboration of the activities of the two driving functions can result in massive savings for companies, provide easy movement of goods and services, and develop economies of emerging markets.

The research will also investigate how logistics and procurement could collaborate as one and necessary function to harness the inherent potential of the supply chain function both subjective and quantitatively to prove that there can be gains when there is effective collaboration between logistics and procurement as one function.

1.5 Research Objectives

The above challenges that have led to the investigation have the objective to

1. Identify the Impact of procurement and logistics on businesses in emerging markets
2. Establish the effectiveness of procurement and logistics strategies that can be employed to establish emerging markets as business forces to reckon with.
3. Determine the best practices and strategies for improving procurement and logistics in emerging markets
4. Identify and establish the importance of the role of technology in improving procurement and logistics in emerging markets
5. Identify the future of procurement and logistics in emerging markets
6. Suggest credible opportunities associated with procurement and logistics in emerging markets

1.6 The Research Questions

a. Do you believe that the procurement and logistics supply chain can be a source of competitive advantage for businesses in emerging markets?
b. What strategies do you think should be adopted by businesses in emerging markets to manage their procurement and logistics supply chain successfully?

c. Are there any existing models or frameworks that can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets?
d. What strategies do you think should be adopted to ensure that the procurement and logistics supply chain is effectively managed in emerging markets?
e. How do you think the implementation of a successful procurement and logistics supply chain can benefit businesses in emerging markets?

1.7 The Scope and Delimitation of the Research

The study will solicit the assistance and resources to complete it. For this reason, the table below provides the people and resources that would be needed to complete the thesis successfully. People who may be contacted and resources which was going to be necessary to conduct the research. The table below shows the list of people and resources which was needed for the research work.

Table 1: Scope of Participants

People to Contact:	Resources:
Procurement and Logistics professionals	Previous research on Procurement and Logistics
Businesses in emerging markets	Statistical data on businesses in emerging markets
Academic experts in Procurement and Logistics	Industry reports
Consultants	Survey tools
Government representatives	Online databases
Supervisory Committee	Government websites
Atlantic University Research Office	Academic journals
Subject Matter Experts	Business Directories
Academic Advisors	Research funding
Supervisory Committee	Access to research facilities
	Access to relevant literature
	Access to data sources
	Access to survey tools
	Access to statistical software
	Access to other research materials

Source: researcher's work

For the best research outcome, the study was delimited to Ghana's reputable logistics, procurement businesses and the businesses who understood the concept of supply chain and were actually applying the concept successfully through their engagement in logistics and transportation activities as well as those in manufacturing who are into serious purchases of raw materials and into supply chain activities in their production. Since Ghana is a middle-income country, it is therefore an emerging economy and qualifies to be an emerging market and is appropriate for this research work. Consequently, the research covered forty-one (41), even though over eighty companies and market supply chain businesses were intended for the research for the best research result outcome.

The design of the questionnaire took five (5). Altogether it took ten (days) from design of questionnaire to questionnaire approval by the Atlantic International University (AIU). The distribution of the questionnaire took another six weeks (6) while the collection period took five (5) days. Altogether the design of the questionnaire till the retrieval of the responded questionnaire was eight weeks.

Table 1.2. The Research Budget

ACTIVITY	MATERIAL	UNIT COST (US$) @ GHs	TOTAL COST (US$) @ Ghs
Research material	Books,	-	-
	journals,	-	-
	Databases	-	-
	Others	-	-
Travel	Transportation	-	-
	Accommodation	-	-
	Meals	-	-
Time	Time for distribution	-	-
	Conducting of Interview time	-	-
	Distribution of the questionnaire	-	-
	Time at the library	-	-
Miscellaneous	Cost of software	-	-
	Cost of printing	-	-
Total		-	-

1.8 Research Methodology

The framework for the study considered the case studies, theoretical, and empirical approaches. The case study approach was used for both single case studies and comparative studies in their real-life context selection, and the scores obtained from these cases were analyzed qualitatively. Through this, a collection of individual organizations, businesses and companies were involved in answering the questionnaire, and informal interviews.

The theoretical framework approach was used to structurally guide the researcher to rely on a formal theory. This theory was used to direct the researcher’s thinking (about understanding and planning the research topic), concepts, and definitions relevant to the topic, while the empirical research was employed for building and testing statements about the research and data acquired for analyzing evidence drawn from questionnaire and interviews.

To gather information on the research, used a variety of activities and resources, including interviews, books, videos, questionnaires, and any other relevant resources. The researcher made a list of people I needed to contact and the resources needed to access. The researcher also set up interviews with relevant experts, reviewed existing literature, and analyzed available data. Additionally, the researcher created questionnaires to survey participants and review videos or other visual materials related to the topic.

Finally, the researcher used online resources, such as databases and websites, to access further information.

1.9 Significance of the research

Supply chain Procurement and logistics activities are inseparable in today's business functions. Wherever procurement activity is practised, the logistics function, which includes transportation, ensures products are moved to their destination, significantly reducing delivery spatial gaps and making products available for consumption, reducing product shelf lives as a result. The research will be a valuable source of reference for emerging procurement and logistics businesses.

Companies in logistics and all organizations will have another source of references to consult to enhance in-depth supply chain understanding of procurement and logistics collaboration in business operations today. Business engagement in logistics and procurement functional activities alone cannot be enough, but having reliable literature materials to consult in times of challenges could be an additional resource. Hence, the research outcome will be available for supply chain businesses can consult this document.

The United Nations and other non-governmental organizations (NGOs) can use the outcome to monitor procurement and logistics supply chain activities in projects they are sponsoring in emerging economies. Multilateral organizations such as the United Nations provide funding for many projects in economies such as emerging economies. These investments are channeled into projects, particularly across the emerging world. A substantial portions of the funds are used for the procurement of goods, works, and services like logistics (transportation). A good research outcome on procurement and logistics supply chain activities can be useful to streamline the activities of such service providers to strengthen the supply chain and save costs in project management.

The outcome of this research is aimed at strengthening the determination of emerging markets to efficiently allocate internally generated funds and to increase savings from effective procurement and logistics supply chain activities by appropriate investments into their areas of needs of businesses and state-owned enterprises to expand the manufacturing base of the economy and to balance import and export trade with stronger markets such as the advanced economies (the United State, European Union, China, India, and the United Kingdom).

The research outcome is also intended to provide credible procurement and logistics supply chain data for African businesses. The fact is that data on procurement and logistics in African businesses do not exist or are difficult to come by in the data-storing world and literature. Similarly, little or no data exists on logistics and procurement supply chain activities in African business activities. Therefore, the research outcome will make these data available and could be accessed by all interested businesses in Africa for the progression of their logistics and procurement functional activities.

1.10 Organization of the Research

The research will be made of the following main chapters, besides the acknowledgement of people who helped with the research and an abstract which is a summary of the content of the thesis.

Chapter One**:** General Introduction. This will be the contextual data background Information, definition of the Investigation (or Issue), that is, the statement of the issue description of the Issue, dynamics of the Anticipated Solution Goal(s), and objectives (s) of the Investigation Methodology.

Chapter two is a literature review that delves into the existing literature on the topic by authors

Chapter. Chapter three provides an in-depth methodology for how the research will investigate the data capturing methods and ethical considerations of the research's overall outcomes, strategy, and techniques.

Chapter four looks at the analysis, interpretations, and presentation of solicited data and presentation, that is, the analysis and interpretation of results from questions and alternatives.
Chapter Five concerns the conclusion of the research project, general discussions, and recommendations. Chapter seven discusses the limitations encountered during the research. This is followed by references and appendices.

2.0 LITERATURE REVIEW

2.1 Introduction

The chapter consists of works of literature from diverse but credible and authentic sources of information made available by various authors, of as library books, published journals (online and manual), company newsletters, and subject-related laws, as secondary sources of information to support the topic of the thesis.

2.2 Overview of the Literature Review

The aim of the literature review is directly in line with the purpose of the thesis, which is to investigate the Impact of Procurement and Logistics Supply Chains on Businesses in Emerging Markets. To achieve this purpose, the literature review is to analyze the current supply chain practices in emerging markets and compare them to those of developed markets, examine the impact of the supply chains of procurement and logistics on the businesses of emerging markets, analyze the challenges and opportunities associated with procurement and logistics supply chain in emerging markets and to study the role of various stakeholders in the procurement and logistics supply chain in emerging markets.
The research will investigate the cost efficiencies of procurement and logistics supply chain in emerging markets, identify and analyze the best practices and strategies for effective supply chain management in emerging markets, evaluate the impact of technology on the procurement and logistics supply chain in emerging markets, analyze the role of government policies and regulations in the procurement and logistics supply chain in emerging markets and study the impact of global trade and competition on the procurement and logistics supply chain in emerging markets and finally examine the role of sustainability in the procurement and logistics supply chain in emerging markets.

2.3 Analyzing the current supply chain practices in emerging markets and comparing them to developed ones.

The concept of supply, no doubt, is a global concept that is practically working for businesses. It is a fact today that understanding the behaviors of the supply chain is the way for businesses to achieve their goals of putting the right product there for the right customer/consumer. It is known that today's consumer is sophisticated and delays and excuses are not entertained by them since there is enormous competition for consumers by businesses around the globe, and most emphatically on customers/consumers in emerging markets by advanced market players. Strategic customer retention is being developed to ensure that consumers come back again to patronize a particular product. Niches are being created for this purpose to assist in manufacturing products for markets that exist and are ready to buy the products. Differentiating between the supply chains of emerging and developing markets is a difficult issue since both compete for materials and consumers in the global market. Perhaps to differentiate the two is to look at them in terms of abilities, sizes, resources (monetary), technology, and the ease of penetrating markets. For example, the sizes of developed markets are big and oftentimes better resourced and have the advertising power to influence other markets, such as customers in the smaller markets, to buy from them instead of products produced by their businesses. Supply Chain Technology (SCT) in emerging markets can be critical to building firms' business values and thus to their competitive successes," Saldanha, JP, (2015). The fact is that emerging markets may not necessarily have enough capital resources to acquire, possess, and maintain the supply chain technologies to enable them to compete with the industry leaders and chip away at some competitiveness, and this makes the position of emerging markets vulnerable in terms of competitiveness. Another area of the competition is corporate social responsibility (CSR). Corporate Social Responsibility incidents are easily noted in emerging markets, as competition in these markets for consumers is fierce. Due to this, there is an absence of aspirations in carrying out CSR activities relative to their performance in these markets (Asgary, N.; LI, 2016). This happens because of fewer disposable resources available here. Until goods are sold out, there are often fewer resources to produce. The negative impact here is that demand for products depends on the readiness of consumers to buy, as production resources are often idle pending when produced wares are purchased. Anticipated demand and orders can help maintain a constant supply chain activity as demand prediction can easily lead to commensurate prediction in supply, reducing the incidents of the supply chain bull effect where "a larger demand will lead to an even larger order because the company expects the demand could be even higher in the next period. Consequently, the company will increase output in advance" which demand may not exist.

2.3.1 Sustainability Issue: Corporate Social Responsibility and the Environmental Logistics and Procurement Supply Chain and Emerging Markets

The question then is, should all markets behave similarly to minimize the impact of the bullwhip in the supply chain? The answer is no. The interesting consideration here is that advanced markets of the Western world have a stake in emerging economies and would not want them to collapse because of cheap and affordable supply of goods and services to augment the Western markets; "Western buying firms, as influential stakeholders of suppliers in emerging markets, play an important role in mitigating barriers to sustainability" (Xiao, C. et al. 2019). The readiness of the Western markets to support emerging markets attempts to segregate the markets in line with supply chain activities. The strengthening of the procurement and logistics supply chains of emerging economies depends largely on the effectiveness of the supply chains of the advanced markets. Much of the materials or production resources can be obtained from the advanced markets. The emerging markets to date supply more raw materials that are converted into finished products and made available for use in the advanced markets. There is no doubt that this is a "quid pro quo" situation (John Manners-Bell, 2014).

The newest supply chain situation, as far as emerging and advanced economies are concerned, is the sustainability of the environment. Both procurement and logistics are responsible for supply chain effectiveness in sustainable issues today. As procurement buys, the logistics function takes care of the evacuation or transportation of the purchased wares to their final destinations. Therefore, the supply chains of both are expected to ensure that their activities help sustain and minimize carbon footprints. Businesses are supposed to look beyond price and service quality suppliers, but also supplier sustainability practices that determine the firm's total ethically sustainable impact on the whole society, economically, ecologically, and socially (Thornton LM., 2013). Procurement and Logistics are functions responsible for delivering for consumption. Therefore, the supply chains must select suppliers who are conscious of sustainability and social sustainability. Thus, any attempt to supply must add to the sustainability of resources such as natural mineral resources, and human and environmental sustainability.

Both emerging and advanced economies ought to agree or accept that their sustainable operations and profitability reside in the harmonious balancing of their activity and the environmental pressures. In effect their definition of operations must be hinged on the concept of CSR which is defined as Corporate social responsibility (CSR), defined as the "context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance which is the focal topic in a variety of business-related literature for over two decades," (Thornton LM., 2013).

2.4 Examining the impact of the supply chains of procurement and logistics on the businesses of emerging markets

The understanding of supply chain suggests that no two supply chains are the same for two different products. For this reason, the supply chains for procurement differ from the logistics supply chain. Notwithstanding, the concept of all supply chains is the same for all functions; that is, to plan the supply chains to order, procure products, and to have orders delivered in real-time situations to satisfy consumers. The impact of the supply chain through the understanding of the roles of the supply chain concept cannot be understated by any business, including state-owned enterprises (SOEs) today. Various supply chain functional areas have ensured that businesses have strategized effectively and efficiently because the strength of supply chains of businesses is the competing forces, meaning the stiffer the challenges posed by competitors, the better the supply chain is managed. Today, businesses in emerging markets are harnessing their resources to procure supplies in the form of consortium - joint purchasing agreements power (JPA) and Buying Alliance (BA) (Björkroth, T., 2013).

Figure 2. 1: Joint Purchasing Agreements in the Food Supply Chain

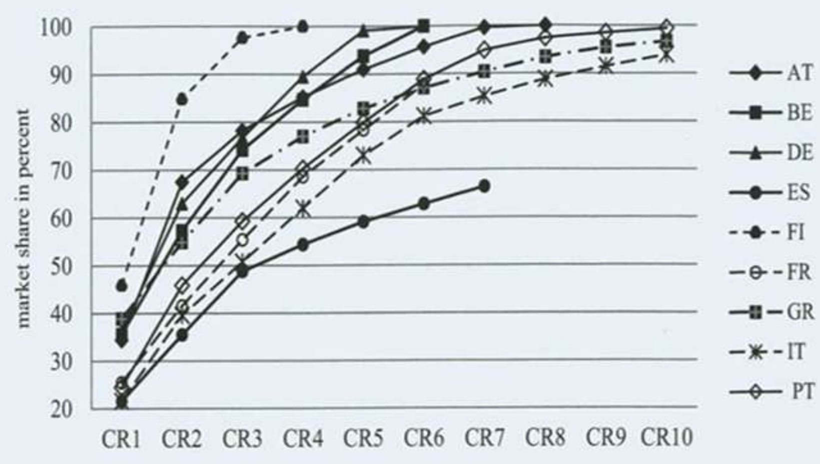


Fig 1 Market Concentration of Buyer Groups at a Country Level
Source: ECB report, *supra* n 2, Annex

Source: Björkroth, T. (2013)

The writer added further that Joint buying now also occurs to obtain scale economies in the specification and procurement of private label goods" indicating that the supply chain is not a mere concept of "buying alliances". Buying this way enables better and more effective negotiation power to assert the necessary procurement influence on the buying to secure higher trade discounts from their strongest suppliers, trade-offs that can ensure profitability and affordability to consumers. In emerging markets (economies), much of procurement is defined by procurement laws and policies that help to reduce uncertainties by the promise of technological paths in procurement, guarantee a certain amount of product sales, and reduce information, market, and financial uncertainties (Storz, C.; Ten Brink, T.; Zou, N., 2022).

The logistics function plays a very important role in the economies of emerging economies, and, therefore emerging markets. Numerous researchers have concluded that emerging economies such as Russia, India, Brazil, China, and lately, Indonesia, Malaysia, and most South East Asian economies account for over 40% of world trade and represent the new arena for future economic growth The growth of these markets means increased in their production, sales and procurement activities and this means that operating successfully in these fast-growth markets means available transportation and logistics systems being made available, meaning emerging markets need to improve logistics capability and interconnectivity to benefit from globalization and international trade volumes (Hirschinger M., 2015).

The growth of emerging markets naturally moves along with important services which include procurement and logistics systems. The indicators of emerging markets suggest also the growth of production activities which is possible with increased professional procurement (purchases), and the need to transport manufactured products from one point of manufacture to the point of need. These activities include both internal and external sourcing buttressed by efficient and agile logistics systems that can liaise with the warehousing systems to manage deliveries.

2.4.1 Promising Logistics Markets

Since 2014, the International Monetary Fund (IMF) forecasted economic growth, citing the bulk of the growth and demand of 80% coming from the emerging economies of Asia, based on a projected world population growth of US2.3 billion by 2050, increasing the global middle-income class earnings by about US56 trillion by 2030 (John, Manners-Bell. 2014). The author goes on to indicate that the predictions have since been toned down, but despite this, “many logistics and transport service providers have followed multinational companies into Africa, Asia, the Middle East and South America, where most of the emerging markets are located”.

2.5 Analyzing the challenges and opportunities associated with procurement and logistics supply chain in emerging markets

2.5.1 Challenges of Size of Enterprises, Lack of Innovation and Staffing

Economic growth goes with enlarged markets, with its benefits and challenges. Emerging markets, even though they have apparent indices to support their growth, emerging economies still have challenges to overcome on their way to entering the global markets and international trading. The challenges are numerous and diverse. Firstly, emerging markets have small and medium-scale enterprises that are not innovative (Storz, C.; Ten Brink, T.; Zou, N., 2022) and are still import-oriented for raw and essential materials and components and other resources for manufacturing. The limited resources cause the inability to attract highly skilled and qualified staff, rendering these markets less able to invest in research of development for innovative ventures. Their ability to compete globally is reduced as a result. The impact is that most of most emerging markets become stagnant or move slowly up and are never able to get to the level of the advanced markets.

2.6 Inadequate Logistics Systems to Support Global Trade

Even though experts indicate that procurement and logistics activities expand with expansion in the economy (market) enlargement or expansion, the logistics systems in these emerging markets are unable to keep pace with the expansion in the market because of underdeveloped logistics (transportation systems) that are efficient enough to provide commensurate services such as information, communication technologies credible support to trade and commerce. The dwindling logistics fortune in the home markets of advanced economies such as Japan, Europe, and North America has made logistics service providers gravitate toward emerging economies that have wide logistics opportunities (John Manners-Bell, 2015). The challenge here is yes, the opportunity may be available, but the needed investments for the upgrade of ports, harbors, and warehouses such as to accommodate bigger vessels, intermodal transportation, loading and off-loading terminals, storing and stocking as well as Information technology management systems have to be made to meet the requirements of and certainly the demands of those companies in the emerging markets to take advantage of the opportunity. With the limited resources in this market, coupled with the lack of investments in research and development and higher illiteracy levels, taking full advantage of the logistics opportunities may be challenging enough. Nonetheless, the challenges can be offset by lower wages and on-the-job educational training.

2.7 The Impact of Global Economic Downturn on Logistics and Procurement Activities in Emerging Economies/Markets

The gloomy trend of the global economies is known to impact emerging economies and markets. The economic impact, both positive and negative, impacts the volumes of freight moved around the world. Positive global economic growth is good for logistics service providers since expansion means an increase in moving freight. The challenge is getting logistics service providers to ready themselves to emerge. John Manners-Bell, (2015) indicates that in economic challenges, shipping and air cargo transport, for example, are the special cases where structural reforms benefit from improving underlying trends? Similarly, procurement activities in an economically challenging time in advanced markets reduce procurement activities in emerging economies since the bulk of products from the emerging market are purchased by advanced economies. For example, it is indicated that "while data for recent years is not available, if we assume a stable ratio between traditional and value-added data, then the adjusted U.S. trade deficit in 2016 with China would come down from $309 billion to $169 billion (Busting China, 2017). The biggest driver of the trade deficit between the United States and China is the health of the American economy. It is stated that Americans spend more and buy more goods made overseas when the health of the economy is strong, and this pushes up the trade deficit between the two countries (Brockinton, C., 2016). The deficit-driving factors, such as those that drive the China trade deficit universally evident that there is a correlation between the health of the economy and procurement. Consequently, the efficiencies of the supply chains of procurement and logistics depend on the health of the advanced economies. The question then is what should emerging markets do to overcome the challenges that face the advanced markets or economies?

2.8 Ecosystems and Sustainability

Discussion on any functional activities without ethical considerations is a non-starter because of the sophisticated environmental challenges the world faces and the unethical practices of many business activities globally for the sake of sustaining profit. The championing of sustainability and ecosystems today is a major concern to all economies but this concern must be hyped by emerging economies. Already, so much investment (capital and technology) has gone into the development of gadgets capable of controlling carbon emissions created by shipping vessels, land vessels, and inland, air transportation, and water vessels all aimed at reducing any carbon footprints that are harmful to human health and the very existence human being on earth. The fact is that these efforts seem inadequate as many businesses still cut corners by indulging in unsustainable production activities such as using bad types of machinery instead of state-of-the-art production methods, contaminated water bodies instead of purifying wastewater before discharge, unethical energy sources (crude oil-powered sources), raw materials from bad sources, and the use of minors for work which otherwise were supposed to be done by adults.

2.9 Studying the role of various stakeholders in the procurement and logistics supply chain in emerging markets.

Achieving the supply chain business efficiency in procurement and logistics activities always needs all hands on deck. This means all relevant and related business stakeholders must be included as they are the ones who will ensure that the supply chain and the drivers to achieving logistics and procurement success are appropriate and carefully chosen for business goal attainment. Emerging markets for this reason need more stakeholder involvement from the beginning of business setups till profit-making attainment. Less of that cannot is unacceptable for business supply chains. The benefit of e-procurement for example reduced time for procurement business. The table below shows a time-based survey that proves that time for procurement processing activities is drastically reduced with technological tools.

2.9.1. Assessing the Impact of Stakeholder Involvement on Procurement and Logistics Efficiency in Emerging Markets

The impact of stakeholders' involvement in procurement and logistics supply chain is required in business practices in emerging markets, as no one business entity can achieve results alone but depends on many others, which in today's business parlance is known as supply chain members. It has been documented that the relationship between a network of business firms that includes customers, suppliers, and other broad business communities and players creates innovation and value creation, especially in emerging markets (Jiang W, et al. *2020).*

Who are the stakeholders? Any individual or group who is identified and can affect or be affected by the achievement of the objectives and goals can be referred to as stakeholders (Boiral, O.; Heras-Saizarbitoria, I., 2017). In today's business and corporate activities, stakeholders play a very important role in directing the company in the right way to achieve its goals and also to become competitive, depending on the specific roles they are engaged in.

It is the general opinion at the corporate level that stakeholders drive corporate sustainability strategies. Therefore, industrial procurement and logistics functions must not only be understood as mere practicing functions of our contemporary time but must add value to innovation adding value through good stakeholder relations that can facilitate a firm's access to valuable information that has an impact power on all the firm's activities. Global emerging markets must recognize the importance of good relationships through stakeholder involvement to create a viable enterprise that as a result can be competitive enough to stand the rigors of competitive business environments around the world. Jaian W. et al. (2020) again used the survey to prove the importance of stakeholder relationships or involvement in business.

Figure 2, 2: Stakeholder Capabilities and Firm's Innovation: A Contingency Analysis - Descriptive statistics and correlations

Table 1 Descriptive statistics and correlations

Variables	1	2	3	4	5	6	7	8	9	10	11	12
1 Innovation												
2 SRC	0.28**											
3 Legal development	0.05	− 0.04										
4 High-tech status	0.28**	0.10	0.03									
5 State ownership	− 0.15	0.07	− 0.25**	− 0.06								
6 Firm age	− 0.24**	0.01	− 0.03	− 0.23**	0.05							
7 Firm size	0.09	0.02	− 0.15	− 0.18*	0.25*	0.05						
8 ROA	− 0.02	− 0.02	0.18*	− 0.07	0.04	− 0.00	0.04					
9 Leverage	− 0.07	0.02	− 0.02	− 0.21*	0.02	0.17	0.13	0.16				
10 Provincial pollution level	0.15	− 0.01	− 0.02	0.10	− 0.12	0.05	0.10	− 0.13	0.09			
11 Industry competition	0.04	0.13	0.04	0.20*	− 0.04	− 0.01	− 0.04	0.08	− 0.07	0.09		
12 Emphasized industry	0.02	0.13	− 0.25**	− 0.10	0.25**	− 0.03	0.43**	− 0.10	− 0.08	0.00	0.18*	
Mean	6.25	4.03	4.64	0.44	0.71	2.45	21.40	0.07	0.48	0.40	0.87	0.55
Standard deviation	16.38	0.35	2.35	0.50	0.46	0.27	0.91	0.55	0.27	0.80	0.14	0.50

$N = 126$

† $p < 0.10$, * $p < 0.05$, ** $p < 0.01$ (two-tailed)

Source: Jiang W. (2020)

Table 2 provides a descriptive analysis of the core relationships between stakeholder relations capabilities SRC) and business performance. For the sake of this essay, it is important to consider only the stakeholder factor or stakeholder relation capabilities (SRC) with the firm factor and its impact on business innovation at this point. A critical look at the content and considering hypothesis which considers a relationship between innovation and supplier relationship and the scoring formula benchmark range of between 1.08 – 3.66 the relationship between stakeholder relationship capabilities and innovation scored 0.28 which is high among all the factors considered under this hypothesis, it is high enough to conclude that there is a direct correlation between the firm's innovative capabilities when the relationship is good.

Stakeholders have become a formation pressure group that contributes to ethical business practices. The supply chains both logistics and procurement are at the mercy of the enormous pressure stakeholders wield on business activities to ensure efficient supply chain management as a result. For example, pressure groups such as Greenpeace manage both the procurement and logistics supply chain. For example *"as a consequence, non-governmental organizations such as* Greenpeace exert pressure on manufacturers to restrict their purchasing activities" (Wolf, J., 2014). It is added that this pressure is exerted to ensure procurement sustainability at the workplace as well as the entire supply chain of procurement.

Another very important area where stakeholder activities are imparted today is corporate social responsibility (CSR). Corporate social responsibilities ensure that there is a harmonious balance between the stakeholders and corporate activities. Rejecting or ignoring the stakeholder is, therefore, tantamount to rejecting the community from where the business is situated or taking a dangerous path to self-destruction since it will operate without support from the communities affecting the entire supply chain.

It is emphasized here that "stakeholder pressure describes the situation in which an organization is held accountable for its actions and decisions regarding product design, sourcing, production, or distribution to stakeholders" (Wolf, J., 2014).

2.9.2. Exploring the Role of Multinational Corporations in Procurement and Logistics Supply Chains in Emerging Markets.

The structure and nature of emerging market economies need mentors to grow and these can be found in the way bigger and larger companies operate since the multinational corporations are by far the industry leaders who need to compete. It is known that both compete in the same markets for their share of consumer patronage of their products and resources for production. It is important for emerging markets therefore to understand the nature of multinational corporations, what makes them multinational and the nature of their supply chain strength to compete with them. The truthfulness of this statement makes it imperative for emerging markets to stay a little ahead of their multinational corporate counterpart in market visibility since multinational companies without doubt have a competitive advantage both in terms of resources and market shares.

The nature of emerging markets suggests a big push-in to compete in their respective markets with bigger or larger companies. The stiff competition has the power to motivate the smaller size companies in emerging markets to be more innovative because this is the only means to play with the multinational companies. Therefore, it would be wrong for smaller markets to copy the ways of the multinationals without adding value to their products through innovation to compete with the multinational companies in the same global markets.

2.9.3. Investigating the Role of Local Stakeholders in Procurement and Logistics Supply Chains in Emerging Markets

The importance of stakeholders' participation in all functional activities cannot be discounted. Considering the diverse nature of stakeholders who range from employees, investors, community, government, suppliers, and buyers, to mention but a few, it can be said without a shadow of a doubt that stakeholders are the ones who get involved in the production, supplying, and buying activities. Local stakeholders are those who are closer to businesses and are the first contact in all business dealings. For example, employees of the firm are the ones who first have to manage documents for the next procurement of materials for production. The same can be said about employees in any logistics activity. Thus, local stakeholders are the first and final point of contact in any business, and for that matter, they are very important stakeholders in any business setting. Avoiding them will mean avoiding the very foundation that holds the structure of a business. The importance of local stakeholder involvement in business cannot be overemphasized in this project, as over nine hundred (900) books and articles are published in the AIU library with diverse important applications of local stakeholder participation. For example, the importance of a thriving business in any emerging market is known to include balancing business activities and a peaceful working atmosphere with the local community. Thus, creating the harmonious environment required by every business and, more importantly, for a situation needed as businesses strive to catch up with the advanced markets.

"While local communities are not always included in multi-stakeholder initiatives, their inclusion can increase the legitimacy of decision-making processes and enhance the long-term viability and benefits of Initiatives" (Eikelenboom, M. and Long, T. B. 2023).

The authors emphasize the error of businesses ignoring the local communities, and important local stakeholders in business affairs are often to their period because relegation to the background and spectatorship by not involving stakeholders creates disharmony and often results in friction between businesses and stakeholders, which results in industrial actions and the absence of cooperation needed by businesses. The author emphasizes the importance of harmony and a serene atmosphere needed to conduct business in emerging markets as it is essential. Hence a need to break any stakeholder marginalization and ensure inclusivity. Stakeholder engagement and initiative in businesses have proven to be very beneficial since they assist business organizations and civil society organizations in addressing their ethical responsibilities concerning inclusivity by incorporating diverse societal perspectives and also creating economic, social, and environmental benefits.

The need for ensuring effective direction to achieving effective and result achieving stakeholder management is very important for the fact that the need for stakeholder inclusiveness and engagement must always be justifiable because of the diversity of stakeholders. Stakeholder diversity also indicates a diversity in approaches to ensure the effectiveness of engagement. This means that different stakeholders need different engagement management styles. Nevertheless, Eikelenboom, M. and Long, T. B. (2023) provide the following management approach which can be applied to all stakeholder management situations but with a sense of peculiarity to types of business and issues at stake.

Figure 2.3: marginalization of local stakeholders

• Initiation of the network	• Stakeholders meet &	•Development of shared perspectives	• Comparing solutions &	• Shift to cooperation & action	• Activities & procedures are	• Network is institutionalized &

• Discussion of the challenge & inclusion of stakeholders	exchange perspectives • Open communication	& and objectives • Open exchange of arguments	selecting one • Commitment to the solution	• Formulating activities & dividing labour	institutionalized • Formulation of rules for cooperation	maintained OR • The network dissolves

Source: Eikelenboom, M. and Long, T. B. (2023)

The figure above indicates the stakeholder management engagement chain directional flow, which is from the initiation of a stakeholder network that identifies the members who are directly impacted or indirectly impacted by the supply chain activities of businesses. It is important to note that both stakeholders can be described as local stakeholders. The fact is that local consumers or customers are the first line of patronage of a business's product, and again, local stakeholders such as employees are the first to consult to address business issues. Managing local stakeholders up to institutionalizing the network can help a business achieve its goal by way of winning their support. It is also a fact that marginalizing local stakeholders is a risk in itself because should they also decide to marginalize businesses, between them risk involves skews more toward the business organisations.

Emerging economies cannot afford this situation because these economic markets are not fully developed yet and will forever fall on local stakeholders in many different concerns to develop.

2.9.4. Analyzing the Impact of Regulatory Frameworks on Procurement and Logistics Supply Chains in Emerging Markets

The code of ethics framework for procurement, which is enshrined in the Chartered Institute of Procurement and Supply (CIPS-UK) ethical code, stipulates that procurement practitioners work within the laws of the country of the client and their own countries' procurement laws, observe the tenet of the professional bodies and strike to every contractual agreement (CIPS 2021). The Chartered Institute of Logistics and Transport (CILT) has conventions that the practice of logistics and transport practitioners must achieve, such as logistics supply chains should run their logistics activities more efficiently than based on the professional chartered standard, which indicates that the practice of logistics activities must reflect the current practices within the profession (Institute of Logistics & Transport 2004).

Experts indicate that the vulnerable nature of procurement makes it imperative that laws and conventional standards are put in place to protect its vulnerability for the simple reason that the procurement function often expends money through negotiations. Similarly, the logistics function plan, coordinate, and supervises logistics activities such as transportation through negotiation with freight forwarders. Thus, it can be stated that an effective negotiation is one devoid of unethical tendencies. Incidentally, the functions of procurement and logistics cannot be excluded completely from the strong arms of corruption. However, an acceptable measure of ethical standards is expected to make the supply chains of the two functions, that is procurement and logistics supply chains function profitably. Various regulatory frameworks designed to ensure checks and balances and discipline through ethics are made to check any unethical activities in the supply chain of procurement and supply, as well as logistics activities. Ghana as an emerging economy, had its first procurement law passed by parliament in 2003 (Act 663) and amended in 2016 (Act 914)

(Nyantakyi A. 2019). The uniqueness of this law is the threshold consideration that has been designed to limit the amount that responsible officers can authorize. This places responsibility at the doorstep of procurement officers and thus has ensured spending responsibility standards, reducing corruption as a result. It suffices for me to emphasize here that the measures have not eliminated procurement corruption. Ghana does not have laws that regulate the logistics sector of the country, as it does procurement. However, both the supply chain activities of logistics and procurement are supported by professional bodies that ensure that members' activities are governed by professional standards, which so far is working more especially in the logistics sector.

2.9.5. Examining the Role of Technology in Enhancing Procurement and Logistics Efficiency in Emerging Markets

Technology plays an important role in the effectiveness and efficiency of today's supply chains of procurement and supply chains. The fast processing capabilities and abilities to identify input errors as well as exchanges of communication, augment procurement and logistics supply chain activities in today's fast-moving business world. Commercial availability of the internet enables cheaper alternative document transmission channels and upset balance among contextual factors and allows the emergence of a new supply chain featuring "a backbone any-to-any network of electronic data interchange (EDI) compliant technologically-sophisticated trading partners, with Internet-based sub-networks, cantered on large players or third parties using proprietary software, development tools, and message formatting to provide connection to unsophisticated players" of businesses in emerging markets (Pani, A. K.; & Agrahari, A., 2007). This thus emphasizes the inter-organisation information systems (IOIS), which emphasize automated systems shared by two or more businesses. Examples of such systems include e-procurement (electronic procurement) which is a procurement management electronic application software system and the logistics software management systems for expedited management information decision-making. Information Technology tools or applied programs used around the globe include: own solution (28.3%), SAP (15.1%), Baan (6%), and Microsoft Business Solution (6%).

It is asserted that even though e-procurement is not as widespread as in Slovenia as a survey indicates, they further state that indices by some organizations show an increasing interest since joining the European Union, indicating that Slovenians purchased 28% of products online in 2004. The figures below indicate a time as an e-procurement success factor Pani, A. K.; & Agrahari, A., (2007).

Table 2.1: Time-reducing Factors in Technology for Procurement

AREA OF SUCCESS	SUCCESS RATE (%)
Ordering from suppliers	88.60
Access to supplier's goods of catalogs	83.40
Bidding	81.20
Possible supplier's requisition request	74.20
Payment to supplier	70.70

Source: Pani, A. K.; & Agrahari, A., (2007) The above indices no doubt provide a positive relationship between time and the use of technology indicating that technological use plays a vital role in enhancing the activities of both procurement and logistics supply chains. Table 2, technology reduces time supply time by 88.6%, accessibility to supplier goods by catalog by 88.4%, bidding time by 61.20%, suppliers' time by 74.70%, and payment to suppliers improved by 70.70%. This data on time factor and cost savings from the right application of technology is overwhelmingly encouraging for both procurement and logistics supply chain cost improvement

2.10 Investigation of the cost efficiencies of procurement and logistics supply chain in emerging markets.

Business activities cost money, as it takes money to conduct them to keep one's business competitive. Negotiation in business confirms that the conduct of businesses needs to be efficiently pursued to make it profitable and competitive, since the motive of all organized business activities is to make a profit, which is a requirement for payment of wages and, most importantly, for expansion through capital plough-back. Procurement costs money since procurement means exchanging money for goods, works, or/ services and transporting products from one point to another. Therefore, the investigation of cost efficiencies of procurement and logistics must be conducted to enhance cost-saving methodologies used and to improve future spending habits.

One identifying mark of every emerging market is the smaller to medium businesses, which is a sign of smaller market economies that cannot afford to spend money on procurement and logistics without financial prudence based on effective financial spending strategies to make a profit and to save.

In most emerging markets, the biggest buyer is the government, and for that matter, procurement policies are determined by the government through procurement laws that control. This has the effect of reducing "uncertainties comprehensively in procurement, define promising technological paths, create demand, guarantee a certain amount of product sales, and hereby reduce information, market, and financial uncertainties" (Storz, C. et al.; 2022). However, this is far from the conclusion that emerging markets are perfect as a result of, but the assurance that money invested is protected is certain. Incidentally, the mitigating factor against this is the government's hand in circumventing the laws through payment of bribes, which increases procurement supply chain cost of conducting business in these economies. A similar situation can be said for logistics negotiations when government negotiations for the delivery of procured goods are full of corruption.

2.10.1. Impact of Government Regulations on Procurement and Logistics Supply Chain in Emerging Markets

The effectiveness of supply chains lies in their ability to ensure real-time deliveries that save money in business and affect profit orientations and thus enable effective supply chain management. The picture though may not be one for many other emerging markets' economic situations as money more such markets globally offer limitless economic freedom to operate procurement and logistics by the private sector involvement. It must be emphasized here also that the activities of both functions, that is, logistics and procurement are regulated by the governments in these countries and this is good for businesses.

Whereas the concept of the supply chain is to ensure unhindered supply chain building capital through trust with the ability to improve the supply chain to compete effectively (van Weele, A. J., 2018), the "public procurement regulations constrain public sector buying organizations from developing closer, longer-term relationships with suppliers" (Harland C, et al., 2019). The situation is unfortunate, and therefore, negotiations on the issue need to be intensified to dispel the fear of the government interfering with public procurement activities rather than promote efforts to expand free market conditions and interactions. The author nonetheless adds that despite the seeming restrictions to free supply chain activities in most emerging economies, "public procurement can be an important leverage for government policy implementation to impact business, economy, and society," aimed at reducing the impact of mis-procurement along the procurement and logistics supply chain. It is however, my candid opinion that for the procurement and logistics supply chain to function cost efficiently, there ought to be limited government interventions or interference with the pretense to monitor how much foreign exchange is used for procurement and logistics activities, but to suggest the best use of these scarce resources through prudent fund and capital management of the economies.

2.10.2. Analysis of Current Procurement and Logistics Strategies in Emerging Markets

Modern businesses are faced with numerous challenges, such as the forces of globalization, increased risks, complex supply chains, the spread of government regulations and decision-making, and the strain on natural resources on the earth (Gerard Chick, Robert Handfield. 2015). The complex nature of the current global business situation demands complex solutions for investment in procurement and logistics functions. Experts indicate that organizations spend over 60% of their investments on procurement, while logistics is increasingly becoming the biggest economic contributor to gross domestic product (GDP), making it imperative in today's businesses to monitor and manage with circumspection.

Emerging market economies ought to perceive the supply chain of procurement and logistics as functions that are capable of adding value by ensuring that these functions add value through innovation for effective and efficient service provisioning to their clients. The importance of these two functions cannot be discounted in business performance today. For example, procurement is today acknowledged in businesses as the function that is approached when faced with challenges (Gerard Chick & Robert Handfield. 2015). For emerging markets to be competitive, their value proposition must be unambiguous since benchmarks abound for businesses to compare key performance indicators such as quality of services, meeting of real-time deliveries, adherence to scheduled deliveries, sourcing cost reduction, effective use of technologies, the effectiveness of supplier/buyer communication, and meeting of payment schedules using current payment facilities, among others. In addition to the aforementioned are available sources of works of literature and or special consultancy services to strengthen areas of business weaknesses, and take advantage of opportunities that assist with prompt identification and overcoming of existing threats where they exist in the market. The value proposition of today's supply chain function is not to suggest that one particular activity is the best but to perceive all business activities as how to bring about value change to businesses in the market.

Expert indicates that largely today, multinational businesses are moving to emerging markets because of their attractiveness as these markets are promising for business. Offering products and services to improve their sales "to operate successfully in these fast-growth markets, efficient transportation and logistics systems have to be in place. However, to operate successfully in these fast-growth markets, efficient transportation and logistics systems have to be in place". This means that emerging markets businesses to improve their logistics capabilities and connectivity to benefit from globalization and increasing international trade volumes expected (Hirschinger, M. et al.2015*)*. The fact is that there cannot be any meaningful business done without effective logistics involvement by these multinationals. The brisk nature of business activities today is premised on population increase, demographics, meaning that demand and supply activities ought to be met in real-time to satisfy the existing demand in these areas. Retailing activities at the shopping malls, super, and hypermarkets, together with the ease of meeting demand and supply, make it imperative to supply products promptly from the point of production quickly and in real-time delivered to the points of demand. For this reason, multinational corporations' today look to ensure that logistics infrastructure, such as goods, road network work systems, modern harbors with state-of-the-art facilities, transparent tax systems, and air transport facilities are available to support their activities. It must be emphasized that in the setting up of multinational companies to expand the sale of their products, the main motive is to make a profit; hence, the seemingly competitive selection of choices of certain preferred emerging markets adds to the push for competitive infrastructural enhancement to attract business investments. The seeming attractiveness to multinational corporations also means supply chain rivalries as the more the market is attractive, the more likely that there will be competition for a place in such markets for warehousing locations, skilled workers, middle-level manpower needs, and others which are supply chain requirements.

One sector very important to discuss in this essay I the hallmark or economic or market nature of emerging economies in emerging economies, which are small medium scale business enterprises. Any supply chain strategy of emerging economies and therefore, markets must be considered around small and medium scale business as they are the dominant market structures and for which matter are very important to their competitiveness.

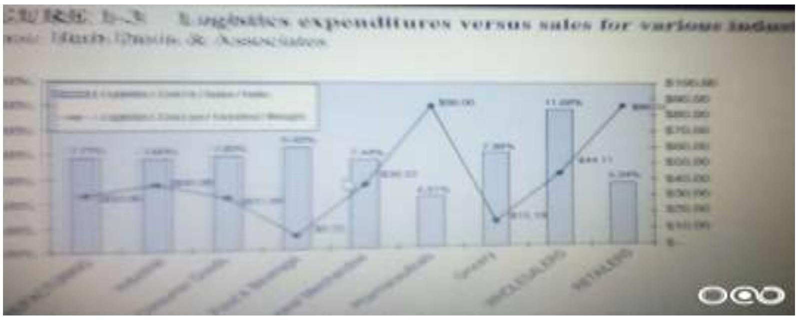
It is also important to emphasize the need for cooperation between businesses in emerging markets and their linkages with universities. It must be emphasized here that it is also the motive of emerging markets to enhance their competitiveness to grow and not to remain stagnant, in other words, to become advanced economies as well. It is important to note that emerging markets may be important sources of supply to multinational corporations they also learn from their successes and failures which are vital to growth.

2.10.3. Evaluation of Cost-Saving Opportunities in Procurement and Logistics Supply Chain in Emerging Markets

Cost cannot be avoided anywhere businesses operate; however, the cost can be managed to ensure that it is incurred only on meaningful viable activity that has the proclivity for payback or recoup itself. Today, logistics is having its day indeed as many high-level journals are reporting on the importance of the supply chain of the logistics function. The Wall Street Journal, Forbes, and Fortune and business news magazines are all reporting on the performance and contribution of the logistics function on the global economy including logistics contribution on emerging markets. Reports indicate that the logistics function contributes about 10% (USD1 trillion United States (US) and USD3 trillion about 20% to the global economy as of 2002, (Frazelle E. *Supply Chain Strategy, 2002*). Logistics is also seen by experts as the last frontier for multinational corporations to increase their savings and customer value.

The table below indicates how effective use of logistics augments transportation and distribution from the point of production of Coca-Cola beverages to the point of demand on real-time delivery.

Figure 2.4 Logistics Expenditure



Source: (Frazelle E. *Supply Chain Strategy, 2002*).

The above graph shows the importance of logistics to sales. Using Coca Coca-Cola brand as an example, the brand is the most popular and is found at every corner of sales points across the world as a result of effective use of logistics, transport, and distribution. It is known that one of the success stories of the coca cola brand is the effective location of delivery trucks, pallet-pool strategic location of warehouses sized up to keep enough supply for an area ensuring that the product has adequate logistics support to serve its customers all-round the year. The ever-ready logistical preparedness of Coca-Cola ensures that investments are on-time capital investment recovered to keep the corporation in production all year round with possible minimal investment loss.

The procurement function is relatively a newer function which had acceptance challenges. The activities of the function were not well understood both in the emerging and advanced markets felt it had little to show when it comes to profit contribution to businesses until lately. Procurement or procurement supply chain just as any other functional supply chain will not matter if it cannot deliver, that is it cannot add value to ensure corporate competitiveness. Therefore, all procurement approaches must be strategic and able to add to the efficiency of processes and profitability. Strategic procurement answers the question of how much must I spend, what we have spent how, and what will be the share of gain can I receive for my company. To analyze the cost implications of these questions we may use the following case study to do so.

"Years ago, I asked the group finance director of a leading UK financial services company how much his organization spent with suppliers. He said that he didn't know but that it wasn't much because 'we don't make anything. Don't forget, Caroline, we are a bank, not a manufacturer. His company spent over £2 billion, and that was in the late 1990s. What this very capable executive had forgotten was that the bank had adopted (as most companies have) the business mantra that it should focus on its core and get other companies to take care of the rest. The bank, therefore, didn't print its checkbooks, fill or service its cash machines, or clean or secure its offices, but paid other companies to do it. Nowadays I could add to this list; for example, very few banks clear and process their checks. Several others are not even licensed by their central banks to distribute cash (a pretty fundamental process for a bank) but rely on another company to have that license and do it for them." (Caroline Booth, 2014).

Until it can be empirically established how much a business saves by concentrating on its core activity, be it manufacturing or service-oriented organization, the benefit of functional procurement oftentimes is in doubt. The above example of the "leading UK financial service provider is a simple empirical proof of how much the organization is made to ascertain its savings by outsourcing core specialized activities to professional functions. Procurement experts believe that automotive companies are the beginning of good procurement practices. Automotive manufacturers are cited as an example of direct procurement activity because about 80% of the materials cost is related directly to the manufacture of the car while outsourcing the financial sector to financial service organizations such as the banks to handle managing risks of business that way.

The impact of this cost impact on businesses in emerging markets is to leverage cost management by believing in outsourcing the procurement function or to vest complete authority in the procurement function to entirely concentrate on the core objectives of the business. The cost will be saved by this.

2.10.4 Impact of Local Business Practices on Procurement and Logistics Supply Chain in Emerging Markets

Small and medium businesses are the base of emerging markets – about 70%. It is interesting to indicate that despite their structure in terms of sizes and capital which are dwarfs when compared with businesses in advanced markets businesses in emerging markets compete in the same global markets with their bigger counterparts in the advanced markets and even at their markets without discrimination (Hamid Etemad. 2004). Hamid states the advantage in this fact that competing with businesses from the advanced markets is good to the point that businesses from the emerging markets can learn and emulate and become competitive though, chances they may be exposed SMEs to what he referred to as the "hazards of herding behavior" which means competitor copying one another to avoid falling behind. Simply put, with enormous resources from the multinational corporation, innovations from the emerging side may be emulated and put pressure on the SMEs, stifling the competitiveness of these smaller markets.

It stands therefore to reason that growth and competitiveness which is a core goal of businesses from emerging markets will be difficult as logistics and procurement supply chain management costs cannot compete with advanced businesses. This situation can affect the innovative strides by emerging businesses and can be overshadowed thus making the cost of logistics and procurement services expensive and consequently uncompetitive. The situation causes me to believe that if the situation is anything to go by then overcoming the current economic disparities is going to be difficult. However, emerging market businesses have no reason for complaint as it is also the right of advanced businesses to keep their businesses strong by staying competitive.

Definitely when businesses in emerging markets are confronted with challenges from their bigger advanced counterparts' procurement and logistics supply chains will be impacted.

The sizes of small and medium-sized enterprises as is were dominate all emerging markets globally. They are growing businesses whose predicaments are the fact that they are in less or developing economies. This means that these businesses are to be supported to grow and not to compete. However, the opposite is often the case as it is difficult to discriminate consumers' wants. Therefore, it is equally difficult for even large businesses to decide not to enter such markets. The fact is that businesses in emerging markets cannot meet the diverse demands of local consumers and for this reason alone existing demands can be supplied by larger more resourceful, more advanced competitors. It is unfortunate but this is how it works and therefore, it could be wrong to conclude that there is unfair competition from the advanced markets. However, there must be a way for emerging markets to match up competitively with the larger and stronger markets. "Reaching a minimum efficient scale and economic viability is an indispensable precondition for enterprises, particularly SMEs, to be able to create decent jobs and improve working conditions" (International Labour Office 2021). *The* International Labour Office (ILO) identifies two groups of factors that can help SMEs in emerging markets to determine their successes. 1, "the business environment effect, a macro effect (or external factors) that influences firms´ performance and stability, and 2, the company effect, which is determined by management practices, within-firm resource allocation and firm composition" with empirical support.

The two factors can also be grouped under micro and macro needs or performances and the need to integrate them to achieve sustainable enterprises. This means that for SMEs to be competitive, the enabling and sustainable economic climate with social and political support ought to be created by governments to function. In the attempt to suggest ways for emerging markets, enterprises ought to be sustainable to become competitive. The ILO indicates also that "sustainable enterprise development is the result of a complex process in which multiple factors at micro, macro and meta levels interplay to promote or hinder business growth and development and, consequently create employment and provide decent jobs".

The notion behind the ILO "sustainable enterprise development content" provides the basis for hope for emerging businesses, with good governance coupled with the necessary regulatory framework, social dialogue value chain and financial resources management customer/supplier relationships, employee/employee relationship, human relationship management, the use of physical resources including energy, transportation and communication systems businesses in emerging economies can be positioned not only to compete with advanced market businesses but can be seen to contribute meaningfully to the GDP of emerging economies while expanding creating job opportunities to their citizenry as well. By this, the researcher is indicating that when SMEs play their roles, the governments of these emerging economies also play their roles with the necessary business infrastructures put in place augmented with the right human development that is capable of producing the needed skilled manpower, and regulations by businesses in these emerging markets will have the economic support necessary to become competitive enough to compete in international markets.

2.10.5. Assessment of Supply Chain Risk Factors in Procurement and Logistics in Emerging Markets

Business experts believe that the way to conduct or approach business globally is to identify business challenges that have the potential to pose a threat to profitability by perceiving these challenges as risks that need to be curbed to keep opportunities open. The complicated nature of supply chains and the need to satisfy consumer demands that supply meets demand and thus any supply chain risk that will hinder this out to be averted to ensure seamless supply to meet demand or risk compromising performance and consequently low profit. This is buttressed by the introduction of sophisticated computerized business approaches which hitherto were unavailable or cannot be compared with today's way of doing business. The traditional horizontal business approach that often involved the supply and buyer has changed to the integrational approach of doing business with the possibility of linking up with all relevant supply chains to create a network of supply chains ensuring total visibility in business. This has resulted in dealing with networks of supply chains making it complex and reaching hundreds of thousands of participants with its attendant risks. For example, hitherto, customers were mostly localized and production activities were limited to serving in local regional, and continental markets. The fact is that transportation and availability of technology, including an efficient and modern state of technology for logistics and procurement support were limited. For instance, there were no technological tools such as procurement management technology that assist ordering and procurement expediting as well and state-of-the-art technology-assisted warehousing and handling equipment were not efficient enough for quick and fast and real-time supply chain deliveries of orders. The conditions existing were a risk to supply chains. The fact is that integrated supply chains are good but come with their risks. Therefore, businesses can only manage the risks that come with today's supply chain activities.

Managing supply chains today means considering finding another meaning to approach supply chains. The fact is that today's supply chain emphasizes coordination and collaborative integration to complete processes and activities to bridge functional activities with network members together to achieve organizational objectives and goals through the right achievement processes. The fact is that with the advent of global internet interconnectivity, it has become easier for businesses to be conducted online and the customer/consumer is reached anywhere to complete a supply chain goal. The availability of this facility offers the opportunity for emerging business players to understand the impact and use it, meaning to also make products accessible to consumers/customers since the internet is an unrestricted facility and available to all businesses. The Internet facility also offers the opportunity to manage risks in the supply chain with the right knowledge. For the sake of this essay, two major supply chain risk factors are going to be discussed on supply chain risks. These are supplier supply chain risks and on-line risk factors

Risk exists in the supply chain, therefore just like any other risk, an assessment of risk needs to be done. Let us look at how supply chain risk is induced by suppliers. Suppliers can induce supply chain risk that otherwise would have the potential to cause critical events that may lead to dysfunctional conflicts and/or generate more fruitful collaborative supplier-buyer interactions (Reimann F. et al, 2017). The supplier is an important part of the business as they assist with the supply of raw materials, semi-finished components, components, or finished products for production activities, direct sale, or consumption. Any risk posed by the supplier is unwarranted as it may cause major disruptions in the supply chain. Therefore, a good relationship is required between the buyer and supplier always. It is equally important for businesses to see the supplier as a partner to offer a helping hand such as developing the supplier when necessary and by this ensure that the supplier unceasingly supplies for production and sales to continue.

The chart below (Fig 4) shows an overview of buying firms in China, arguably acknowledged as an emerging market with the name of firms, major products, number of employees, revenue base, and share of revenues. Sourcing ratio, the strategic importance of the firms, and average years of the firm's operations and others.

Online supply chain risk is the risk that has to do with doing business online. This supply chain risk affects businesses in both emerging and advanced markets. However, the essay will try to fetch examples from emerging market situations as much as possible.

Figure 2.5: Buying

TABLE 1

Overview of Buying Firms

Firm[a]	Major Products	# Employees[a]	Revenues (USD)[a]	Share of Revenue Contributed by China (%)[b]	China Sourcing Ratio (%)[c]	Strategic Importance of China[d]	# Informants (Thereof in Subsidiary)	Example Informant Titles	Average Years at Firm
WheelCo A	Interior equipment	10,000	2 billion	10	30	High	5 (3)	Head of Supplier Quality Development	8
WheelCo B	Locking systems	5,000	.7 billion	15	20	High	6 (4)	Head of Purchasing, Supplier Quality Manager	6
WheelCo C	Bearings	80,000	10 billion	15	15	Medium	2 (2)	Senior Supplier Quality Manager	4
WheelCo D	Braking systems	70,000	20 billion	15	15	Medium	4 (3)	Senior Purchasing Manager Asia Pacific	10
ConnectCo A	Circuit connectors	80,000	15 billion	15	10	Medium	5 (4)	Head of International Purchasing Office	6
ConnectCo B	Circuit connectors	50,000	5 billion	30	40	High	9 (5)	Supplier Quality Manager, Purchasing Manager	10
VehicleCo	Trucks	300,000	140 billion	10	5	Medium	4 (2)	Global Sourcing Manager, Supplier Quality Manager	19
ChemCo A	Agrochemicals	120,000	50 billion	10	15	Medium	4 (3)	Purchasing Manager, Quality Manager	6

Source: Reimann F, Kosmol T, Kaufmann L. (2017).

The chart provides the survey analysis of supplier-buyer relationships that are necessary may have positive or negative impacts that may either reduce supplier risk that may cause potential business dysfunction or minimize supplier risk in business, especially in emerging markets because of their vulnerability to competition. The chart indicates that supplier risk is reduced depending on demand for the product. Therefore, as demand and market share grow supply chain risks are reduced because the firm can resource for continuous production activities. The situation is directly the opposite of firms with lower finance capacity and less demanding products. Therefore, supply chain risk management is directly proportional to the type of product produced by a firm, the availability of its production materials (raw materials), and the market share of customers/consumers.

2.10.6. Impact of Technological Innovations on Procurement and Logistics Supply Chain in Emerging Markets.

Technology is an agent and a driver of innovation for today's business. The enormous contribution of business technology affects all facets of emerging business activities. It is important to emphasize here in this essay the distinction between business technology and technology in business. Business technology is the essential technologies that have been designed purposely to aid business such as procurement supply chain management application software. For example, electronic procurement software (e-procurement), Warehouse Management Software (WMS), and logistics Management software (LMS). These are software purposely designed to aid specific functional activities such as procurement and logistics activities. On the other hand, technology in business is the application aspect of different technologies that can be used to aid business and this includes the ones that may or may not have necessarily been designed solely for business activities. The latter type of technology could be generic or analogous to technology in business. For example, lifting and loading types of equipment often called "pay loaders" are used for both procurement and logistics functional activities. By the nature of their functions, besides procurement and logistics activities this technological equipment can be used for any other functions.

The meaning of innovation is mostly skewed toward making changes to an existing something instead of the translation of ideas or inventions into goods or services that create value or for which customers/consumers will exchange money to satisfy their wants (Supply chain, 2017). The definition simply indicates that for any business to refer to its activities as an innovation must transcend coming up with new things as many new things otherwise called innovation may sit on the shelf meaning, these so-called innovations have not either added value to the products to make it unique or did not take into consideration such factors like the existing volume of demand for the product. A careful examination of the definition connotes a high level of relevance to all businesses in emerging markets because since businesses in emerging markets are either "late comers", to enter the world markets, it will be right to suggest that the idea of overall supply chain innovation to add value to their products to make them unique can make their products competitive relative to their advance counterparts. Experts suggest that innovating the overall supply chain is enough to improve enterprise processes to ensure that the management of processes, be it procurement or logistics, effectively and efficiently integrates and collaborates with suppliers and customers' network optimization and process optimization, such as just-in-time methods.

Emerging markets need business independence to compete and assert their businesses in the competitive business markets today. It is emphasized again here that since the business market is one where both multinationals and all other sizes of businesses with different competing capabilities interplay, uniqueness based on innovation and product and administrative uniqueness can make the difference, at least to attain a competitive level of competitiveness for their products.

2.11 Identification and Analysis of the Best Practices and Strategies for Effective Supply Chain Management in Emerging Markets

Idiosyncrasy is now a requirement for making a business competitive. Maintaining the supply chains of businesses in emerging markets requires uniqueness and competitiveness. Uniqueness in global sourcing for materials and consumers is very challenging for the supply chains of emerging businesses. Van Weele (2018), argued that supply chains are the ones that make the difference. Therefore, it is required that the supply chain of emerging markets will be uniquely strong enough to effectively compete with the other supply chains from the advanced markets with their extensive resources. Uniqueness It is stated, that many low-cost (source) countries such as China, Brazil, Mexico, and India are building up their consumer-based economies creating a new world of sellers and buyers which is creating major opportunities for their companies to have true global footprints in advanced markets as well as some other emerging markets such as the Africa markets (Byrne, P. M. 2006).

The size of businesses determines the nature and strength of supply chains in emerging markets. Emerging economies markets mostly comprise family-size, small-size, medium-sized, and state-owned enterprises that engage in different business activities such as small retail businesses to the extraction of raw materials and manufacturing of basic products like plastic products (Robert Grosse 2016). However, there are certain strengths that population increase has vis-à-vis the economic prospect of merging markets such as China and India have made their markets unique. For example, China and India's population are estimated to average over 1.3 billion and with available skilled manpower and a growing middle-level income population, the potential to buy exists strongly which is ideal for supporting manufacturing and a strong market.

Supply chain sustainability is discussed in global business arenas today. Despite the interest shown in the discourses, some proponents of sustainability are "proponents of this emerging perspective even consider sustainability and other business aims as constituting a paradox—contradictory yet interrelated elements that exist simultaneously paradoxical" (Xiao C. et al., 2019). They argue that sustainability is scarce and lacking in the supply chain context. This argument cites buying or purchasing activity as having no link with sustainability as the duty of procurement as a major purchasing planner to ensure that the right and most competitive buying sources are approached to buy, often considering the price, quality, economic quantity, and transportation forming to buy. The contradiction in considering sustainability in the supply chain, more especially in the procurement function is often unproductive because of the strong need for sustainable procurement since this function is at the forefront of contribution to the greenhouse effect. It is the procurement and logistics supply chains that ensure that raw materials are procured and transported for manufacturing purposes. Therefore, no procurement and no logistics arrangement to move materials and consequently to manufacturing feed. Therefore, there is an urgent need for value-added processes that employ cleaner sources of energy for the processing of raw materials, cleaner disposal of manufacturing waste, cleaner transportation modes that emit processed fumes, encouragement of local manufacturing that will shorten distances vehicles will travel as well as making of products available through shorter distances reducing emissions as a result.

The concept of sustainability is no longer conceptual but a reality today. Functions have to ensure that the greenhouse effect is dealt with and maybe the best way to ensure that the situation is countered or reversed is for all to find ways to incorporate this in their functional plans and to come up with innovative ideas to solve this now. Experts have realized that sustainability today is quintessential in businesses' conceptual and practical schemes and for this reason, purchasing standards are used to offer credits to manufacturers who provide verified EPD life-cycle information. Now, it is the habit of some consumers to choose products whose sustainability observations are published by the Environmental Product Declaration (EPD) (Clarke M, Serie T., 2015).

2.11.1 Assessment of Existing Supply Chain Management Models in Emerging Markets

Emerging markets by their nature economies or markets that are in the process of engaging with advanced markets to compete and grow. Since emerging markets engage with advanced economies, it is prudent to suggest that any model applied by anyone emerging model will be a copy of the existing advanced market models. Therefore, it will also be prudent to first understand what a global business model stands for. The global business model is an "integrated set of capabilities that allow multinational enterprises (MNEs) to

coordinate relationships between their headquarters and geographic business unit". The emphasis here is on a market's integrated capability and not how it works. This means that a business model demonstrates the innovative value-added working ideas that make the firm's product unique or stand out to compete with industry leaders in the global markets, achieving competitiveness to become a significant portion of the market for itself. This means that businesses depend mostly on far-reaching quality-oriented ideas that are integrated into the business performance plans which are capable of sourcing for quality and delivering quality to customers.
Existing supply chain models are global and molded on the premises as indicated by (Mulani N., 2009) the complexity of supply chain models of both advanced markets depends on and that advanced economies (markets) or markers models are also based on that of emerging.
Among others, the under-listed are some well-known currently used supply chain models and their procurement, logistics and supply chain applications;

- "Boston Consulting Group's Market-Driven Supply Chain Model can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets."
- "The McKinsey 7-S Framework can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets."
- "The Supply Chain Operations Reference (SCOR) model can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets."
- "The Logistics Performance Index (LPI) can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets."
- "The Value Chain Analysis Model can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets."
- "The Total Cost of Ownership (TCO) Model can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets."

2.11.2. Research on the Impact of Supply Chain Management on Business Performance in Emerging Markets

The concept and application of supply chain is relatively recent but its application is extensive. Research proves that nearly all meaningful and profitable conscious businesses accept and also employ the tenet of the concept to build good working relationships with clients such as suppliers and manufacturers to ensure sustainable working habits and profit. Experts indicated that research into the impact of supply chain management in every business depends on the peculiar characteristics of the company or the nature of the businesses in review (Joseph Geunes *et al. 2005)*. This emphasizes the fact that supply chain activities differ as well as the management style. Simply put the nature of business activities determines the supply chain management suitable for it. Hence no two supply chains are the same and so businesses have to adapt their supply chain styles otherwise, copied supply chains must be customized.
Joseph Geunes (2005), however, indicates that alternatively, supply chains may have similarities and overlaps in supply chain management approaches agreeing with the fact stated above that copying is possible but must be customized. The author used the chart below to express the overlap and similarities in supply chain activities and the management of the supply chain:

Figure 2.6 Areas of differences, similarity, and overlap in the supply chain

View	Interface between parties	Inventory levels	Process improvement	Product development	Communications systems	Shipping and Transportation	Equity arrangements
Inventories		●			○		
Global logistics & and management						●	
Buyer-supplier dyadic management	●	○			○	○	
Communication and internet					○		
Lean Supply Chain		○	○	●	○	○	
Process analysis	○	○	●		○	○	
Power and relationships	●						○
Mass customization			○	●			
Relationship and alliances	●				○		○
Information access, market structure, and control	○				●		○
Environmental Life Cycle	●	○	○	●	○	○	○

Source: Joseph Geunes (2005)

Figure 5 indicates the supply chain concerns or areas of similarity and overlap. For example, inventory supply chain activities are the concern of all procurement and logistics supply chains and, therefore a primary concern, while communication is a secondary concern that facilitates inventory activities in procurement and logistics supply chain management. The lean supply chain as a primary concern, interfaces with procurement improvement to remove waste, ensuring quality at the least permissible or acceptable cost at the development stage. The effectiveness and efficiency of a lean supply chain assist with most economic inventory levels, production and batch manufacturing, while effective communication between manufacturers is necessary to produce the right products and the least cost while assisting in transportation mode selection and relevant and cost-effective shipping carriers. Since generally business enterprises in emerging markets are comparatively disadvantaged and competitively positioned in the global market, the pressing need to thoroughly assess and enhance their individual supply chain weaknesses is urgently required to compete with their advanced counterpart. The above chart can be a good reference point to compare and contrast supply chains in any emerging market.

2.11.3. Analysis of the Impact of Technology on Supply Chain Management in Emerging Markets

The impact of technology on supply chains cannot be overemphasized. The vulnerability of emerging economies when compared to the profitable impact of technological advancement and application in business makes the more imperative for emerging economies to paddle more to catch up with their counterparts in the advanced world. I ask the question; what business activities are not privy to the advanced? The answer to this is nearly all. Therefore, at face value, emerging markets have little chance of competing with the advanced businesses let alone overtaking them. The hope here is that very few emerging economies/marketers are making strides to break the norm. In this area, though arguable, China and India, the so-called Asian tigers including, such countries as Malaysia, Thailand, Indonesia and recently Vietnam are thriving in their markets even though all are emerging markets. Countries including South Africa, Nigeria, Kenya, and Ghana from Africa are enlisted as emerging economies coming from Africa. These emerging economies are not mentioned just for the sake of it because their economic status, including the application and technology in their business modeling are recognized.

Records indicate that Ghana has digitalized all its Ports activities, taking advantage of electronic supply chain models. Kenya is known to develop its own business digital application software to manage its supply chain, South Africa is technologically advanced as far are business technology is concerned. Nigeria has advanced technology as well to effectively manage business activities. Some of the technologies employed in the African business sector include the computerization of manufacturing processes in numerous factories across the continent. Ports of entry and exit are being upgraded with modern logistics facilities such as terminals to support containerization, loading, and off-loading of containers by the modern state-of-the-art loading and off-loading equipment, computerization of offices, seaports, and airports.

Other areas in which technology has having the most impart are the railroad, land, water, and air transportation. The road network in Africa is expanding and facilitating easy access to food supply and people movements from hinterland to cities for business. Nigeria and South Africa may have relatively advanced inland-water transportation systems making use of pontoons and barges. Ghana for example is developing the Volta Lake transportation system to increase assess to inland business opportunities through the Volta Lake Transport Authority (VLTA), a government-sub-vented company.

"The past decade catapulted emerging market economies to 39 percent of global GDP and 26 percent of global market capitalization" and the true-modern day change agent is through technology (Marotta R. 2021). She adds that technology-driven activities have "positioned emerging market economies at the forefront of the digital revolution and enable them to "technology-jump" prior stages in the traditional development of countries". The endless benefits or impacts on emerging economies are beyond description. Maybe, this brings the paradigm shift in competitive advantage emerging markets can take advantage of to compete effectively in the global business market. Already, it is documented that China and India are leading the way with cutting-edge business technologies capable enough to compete in the advanced economic markets.

2.11.4. Investigation of the Role of Logistics in Effective Supply Chain Management in Emerging Markets

The competitive business activities supported by advanced state-of-the-art technologies equally call for effective supply chain management systems, such as effective logistics supply chain management systems in place. The fact is that global supply chain complexities mean that suppliers and manufacturers compete in the same market, regardless of the size of the business for raw materials and carriers. The non-existing discrimination means that capabilities are harnessed to compete effectively. Manufacturing products and the movement of goods are interrelated meaning they move in tandem; products need to be transported to the markets reducing the spatial gap for customer accessibility. Logistics and Transport companies follow multinational companies to all continents where they establish businesses, for example Africa, Asia, Europe, and South America continents John Manners-Bell, 2014). This is not the least strange since products manufactured by these multinationals will, by necessity, need to be logistically packaged and transported on vehicles.

The important role played by logistics activities is premised on the consistent Gross Domestic Product (GDP) growth of the emerging markets that are pulling multinational companies into the markets. "The fast economic growth, robust GDP growth projections, and the burgeoning middle class over the next few years represent a significant opportunity for companies' products in China and India and other emerging economic markets" attract multinationals from advanced economic markets, again pulling with their logistics and transport companies (Read B, Tse M. 2008). It is also documented that emerging economies will be a battleground for advanced businesses, such as in the United States of America (USA), and this can materialize when logistics and transportation businesses follow them to offer essential service support, such as outsourced services.

3.0 RESEARCH METHODOLOGY

3.1. Introduction

The chapter deals with the research methods adopted for the design, collection, and subsequently analysis of the data collected from the diverse respondents and from the diverse sources to complete this research project. The chapter is therefore a detailed description of the various methods employed for data collection including the instruments used to collect data, the study population, sample size, procedures for data collection, and the data analysis plan.

3.2 Research Philosophy

The philosophy underpinning any research determines the direction and outcome of every research such as this. A wrong philosophy provides a wrong direction and materials collected for a result such as this and ends up with wrong answers. On the other hand, a well-thought-out philosophy produces the right results. Philosophies cease to be philosophy when they create problems that solve man's problems (Sor-hoon Tan. 2016). Research philosophy, therefore, must not be seen to be solving the problems of philosophers but dealing with the problems and devising solutions through effective methodologies to help man overcome their challenges. The fact of philosophy underlines this research methodology which is to consider the most effective means of methodological sequences to ensure that data is collected from identified but relevant respondents with the best instruments including analytical instruments to come up with solutions for the challenges the procurement and logistics supply chains encounter as important business functions in today's emerging markets. Research philosophy therefore is the beliefs and principles that guide the researcher's approach to conducting effective research.

3.3 Research Design

Research design is the specific data analysis techniques or methods that the researcher intends to use. This gives the individual researcher an opportunity for one aspect of a problem to be studied in-depth within a limited time scale. The research design used is the survey design. In this research, the group design was used as it can "provide evidence to conclude what works, for whom, and under what conditions" Toste, J. R. (2023). The survey design involves the collection and analysis of data and finding out the answers concerning the current status of the subject. This comprised observation of facts, formulation of hypotheses, collection and classification of data, interpretation of data, formulation of theories, application of facts and predictions.

3.4 Research Methods

The tools and techniques used for doing research are called research methods (Nicholas Walliman. 2011). Since research involves investigation into a specific matter, investigative tools and supporting tools are deployed to collect data on issues being investigated. Research methods are therefore tools for inquiry in research, and it is very necessary to pick the relevant tools that can guide research to produce authentic results. To ensure a relevant result-producing research thesis, the researcher used the case study method due to the nature of the topic to ensure that relevant businesses (respondents) were contacted. To these respondents, the researcher administered questionnaires, which consisted of procurement and logistics job-related questions as the primary data collection instruments. This enabled the researcher to gather relevant data, analyze it, and draw reliable topic-based conclusions. The researcher also consulted newspapers and broadcasting stations on current business news, company newsletters, and mostly online journals as secondary sources of information to ascertain existing and current business information on the research area. This offered the researcher the opportunity to study two functions at the same time but did not compromise the objectives intended for the achievement of the research goal. The quality of the research was not compromised because the nature of the questions based on the supply chains of procurement and logistics was thoroughly studied and ensuring that all were relevant, and objective and could achieve the goal of the research. Besides, the questions were appropriately designed to help the respondents who were mostly time-constrained, to respond to the questions within a best limited time scale.

The survey design involved the collection and analysis of data findings which was intended to ensure that answers provided concerned the current status of the subject in review only, while avoiding unnecessary digressions from the intended goal of the research. The quest to achieve the best research outcome was conducted through observation of facts, formulation of hypothesis, collection and classification of data, interpretation of data, formulation of theories, and application of facts and predictions.

3.5 Population

The data for the study was obtained from mostly the management staff, senior staff, and junior staff who were by qualification businesses well qualified from small, medium, and large scale businesses, according to Ghana's standards limits and also used simple random sampling techniques for the selection of the businesses and consequently the selected of the respondents for the research project. These methods of sampling were adopted for the study because the procedure involved allowed all the staff in the defined population to have an equal and independent chance of being selected as a member of the population. The scope was delimited to Ghana and includes small-scale, medium-scale, and on the scale of Ghana's

measurement and grading of businesses and large-scale enterprises (see tables below). The scope also covers private and state enterprises. This was meant to provide a fair distribution of questionnaires to all categories of businesses. This way, the thesis will have a diversity of opinions on the thesis topic.
The population included forty businesses mostly in three major cities, Accra, Sekondi-Takoradi, and Kumasi where the majority of the companies and businesses in Ghana are located. Altogether, eighty (80) questionnaires we administered but twenty-one (21) representing 26% of the mix of companies and businesses responded by returning the questionnaires as most businesses were just not interested in the In consideration of the topic which sought to investigate the performance of logistics and procurement supply chains, the target respondents, the percentile rate was ninety (90%) of Managers and Senior staff and ten (10%) other staff. By this, the expected senior staff population was nominally to be more since senior staff positions in most organized businesses are known to be more, and with a less nominal figure for Managers since on average one manager per function (department).

Table 3.1: Distribution of Questionnaires to Businesses

Area of Research	Number of companies	Questionnaire for Managers	Senior Staff Questionnaires	Retrievals
Western Region	40	10	30	15
Asante Region	20	8	12	11
Greater Accra Region	20	8	12	15
Total	80	36	44	41

Source: Field survey 2023

3.6 Sampling Techniques/Sampling Method

The sampling technique in research is a method of selecting a representative group of participants from a larger population (Shah, 2018). It includes purposive, maximum variation, snowball, and stratified random sampling. Since selecting an effective technique helps with the sampling size it was important that factors such as availability of resources, the nature of the population being studied, and the research objective are of paramount consideration the technique chosen can be dependable to achieve the goal of the research. For this reason, the purposive sampling technique with the consideration of stratified random sampling methods was thought to be suitable and used for this research project. This enabled the researcher to randomly but relatedly select businesses that had everything to do with procurement and logistics supply chains. It also enabled the researcher to reach the targeted respondents who had industrial and practical experiences to provide trusted answers to the questions.
The distribution of the questionnaires also created the opportunity to interact with the respondents as I visited their offices and departments, making it possible to understand the level of procurement and logistics involvement in their business operations. Through this, the researcher was able to conduct a personal assessment of their level of professional understanding of the subject area of the research. Additionally, the opportunity assisted the researcher in pre-assessing and obtaining a fair idea of possible responses and enabled me to draw, compare, and evaluate actual responses.

The table below provides an example of the sampling size and distribution showing firstly the number of answered and returned questionnaires, secondly, the unanswered but returned questionnaires as well as the total number of questionnaires distributed to the businesses for responses.

Table 9: Rate of Questionnaire Returned – total district

Item	Figure	Percentage
Number of unanswered questionnaires	39	48.75
The number of questionnaires responded to	41	51.25
Total Questionnaire Administered	80	100

Source: Field Survey 2023

Table 9 indicates the questionnaires distributed to the respondents; the answered and the unanswered questionnaires alike. An average of two (2) questionnaires were administered to forty (40) businesses. A total of 41 representing 51.25 percent questionnaires were answered and returned while 39 representing 48.75 proved no interest in the exercise and did not return the questionnaires at all. An average total of 10.25 companies expressed interest in the research exercise. The researcher believes that the figures indicated businesses in most emerging market business may be holding tight the confidentiality of their business information. Hence their reluctance to be part of any research exercise. The second factor for the low interest may be that the subject area was relatively misunderstood or of lesser importance to their core operational activities, hence their reluctance to participate in undertake in the study. This means that the percent profit contributions of procurement and logistics in a business financial report must not be grouped under one function such as the accounting department expenditure as evidence shows most emerging business do. The separation is important to project the contribution of the two functions.

3.7 Data Collection

The data collection methods used mainly consisted of primary data collection methods and secondary data collection methods.

3.7.1 Primary Data Collection Method

As the primary data, the researcher used mainly questionnaires, observation, and personal interactions to solicit information and others to ascertain that the questionnaires were being handed to the right caliber of staff who were capable of providing reliable answers and to suggest ways to improve the functions as being reviewed in this thesis.

3.7.2 Secondary Data Collection Method

Secondary data are mostly from already approved sources of information such as journals, books, business/company newsletters, reliable magazines, government activities in the area of review, news websites, newspapers such as Financial Times, and research outcomes among others. The secondary sources of data for this thesis were mostly reliable online books and peer-reviewed journals.

3.8 Data Analysis

Data analysis is critical to this research project because it is meant to help draw meaningful conclusions from the solicited or collected data (Mertens, D. M. 2015). For this reason, the research involved the process of collecting data, organizing, and analyzing data to answer the research questions or hypotheses. These activities as far as this research is concerned were conducted using the techniques of quantitative and qualitative methods and statistical and graphical analysis. For the statistical analysis, the research an Excel worksheet was mostly used to calculate and graphs were done using Microsoft graphs to convert figures into pictorial formats. This means that the method used for the quantitative data analyses was the statistical tools such as table chat bar chat and pie chart to arrive at the correct percentage and the researcher believes that this was meant to make the data analysis clear and understandable to all who read them while the qualitative aspect of this research was personally narrated to ensure that there is a clear linkage between chapters with no space for forgery, making the outcome original and authentic.

3.9 Limitations

It is not unusual to encounter some unavoidable challenges in research projects such as this in the quest to look for data so complete and produce a credible research outcome for the use of management decision-making and public consumption including accessibility by students across the world as a source of reference. First and foremost, the collection of primary data encountered enormous challenges because of the choice of emerging markets as the research was limited to Ghana. Ghana as an emerging economy is mostly comprised of small and medium enterprises with underdeveloped logistics and procurement functions/departments. This means that the departments involved were relatively new with information storing being a major challenge for them. For example, some businesses had the procurement department under the finance/accounting departments merging their activities thus, making it difficult for specific information on procurement to be easily available to access.

The research was again limited in scope by the few available businesses that are into procurement and more especially into worthwhile logistics activities as compared with the advanced markets. The researcher has to travel far and wide to obtain information. The scale of procurement and logistics activities is thus limited in scope and can barely be described as logistics or procurement functions. This challenge was overcome with more job-related and practical-oriented questions clear enough to assist respondents in answering them.

Another challenging limitation is the accessibility to information. The unwillingness of businesses to release information was an issue. The researcher was compelled to believe that the situation was so because, firstly, business owners are not used to answering research questions or they are scared to release information they hold as business secrets.

The lack of interest by many potential respondents was a big limitation in collecting data for the research. Many respondents were not eager or interested and therefore were lackadaisical toward receipt and answering of questionnaires. This thus accounted for the more than expected number of no responses.

Collecting data from different locations was financially burdensome. With my scarce and limited finances, administration of the questionnaire and collection was an issue. Internet accessibility cost was high and could not be an advantage over hard copy distribution. For this reason, the researcher realized that traveling for e-mail addresses was going to be as good as delivering copies to intended respondents. This was a drain on the researcher’s finances, consequently increasing the total cost of the research.

Respondents complained of time constraints incessantly complaining of being overburdened already and having little or no time to spare for exercises such as answering questions. The situation was disappointing though, with equally incessant pressure from the researcher, the situation was mostly overcome.

3.10 Ethical Considerations

Ethical consideration is an important requirement for research like this when much of the collection, analysis, and drawing of conclusions are conducted by the researcher from a distance away from the University campus. This suggests that the research outcome is at the mercy of the researcher. Consequently, the authenticity of the research may be suspected. Therefore, it is incumbent on the researcher to ensure that there is enough evidential proof for data collected, the existence of actual respondents and sources of data, the protection of the rights and well participants, and the integrity of data collected for the study as all matters to ensure research integrity.

Under ethical considerations, the researcher considered the following boundaries of conditionality which the researcher established ethical integrity

Respect for Participants' Rights and Well-being: the researcher ensured that all respondents' businesses and participants were treated with the utmost respect, dignity, and fairness throughout the research process. Additionally, the researcher prioritized their well-being and ensured that they were fully part of the research by valuing their input and making their businesses available for this project. Provision for support and resources in the form of prompt responses to invitations from participants was duly available to assist them in giving their best experience during the study. Besides, the researcher also provided all appropriate professional support services they needed to qualitatively provide relevant answers to the questions.

Transparency and Research Integrity: the research was conducted with transparency and integrity it deserved. This requirement was important, especially because distance was a limiting factor not compromise intellectual honesty and transparency as this is of utmost importance to the research. For this reason, the research followed standards in research by clearly stating the research objectives, methodology, and intended uses. The researcher hopes that by following the due research processes, accuracy, and honest reporting, including limitations, findings, and all relevant observations such as conflicts of interests have been considered to ensure that the research meets a very high ethical standard worthy of PhD certification.

The adherence to the standard laid down ethical tenets in this research means that trust and integrity of the research, the protection of the rights and welfare of participants, will together ensure ethical conduct throughout the study.

3.11 Conclusion

The research outcome based on the methodology specified here in this chapter no doubt ensures that the research followed the approved standard for going about and presenting research work. The details and more especially the high standard followed to ensure independent work is also a standard highly recommended by the Atlantic International University for the award of a Doctor of Philosophy certification.

4.0 DATA ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter comprises the presentation of the field survey undertaking and provides an intellectual analysis of the data obtained from the survey responses or collected. The analysis in this chapter is based on the results from respondents from mostly logistics and procurement supply chain-related businesses, mostly obtained from the three most industrialized regions of Ghana on the topic *"Investigating the Impact* *of Procurement and Logistics Supply Chains on Businesses in Emerging Markets"*. Observations, informal interviews, and questionnaires were the main instruments used for the collection of data for this research. The ensuing analysis provides the details of the data obtained with the methodology as indicated above, used.

4.2 Gender of respondents: The question on gender was asked for the reasons that all genders were involved in the questionnaire responses as well as to know the dominant gender respondents.

Table 4.1 Gender of Respondent

Gender	Responses	Percentage	Cumulative percentage
Male	29	72	72
Female	11	28	100
Total	41	100	

Source: Feld Survey 2023

Table, 4.2a shows that the total respondents who took part in the research survey were forty-one (41), and out of the number, twenty-nine (29), constituting 72% were males, while eleven (11) respondents, constituting 28% were females. This means that a greater number of the total respondents were males. Notwithstanding, the data also revealed that a sizeable number of females also took part in the survey responses, meaning, both females and males were highly involved in the research satisfying the gender balance. The result also indicates that females especially those who arguably seldom build careers in procurement and logistics supply chain are gradually getting involved in supply chain issues and this indicates that the understanding of supply chain gaining momentum as the relevance to economic activities and the contributions of the two functions to a country's gross domestics products (GDP) are acknowledged.

The data also indicates that opportunities exist for higher female employment in logistics and procurement management positions since the opportunity to aspire to higher academic and professional levels exists in both procurement and logistics fields.

It is equally likely that the data also shows an increase female population, which imperatively females get involved in many activities, including procurement and logistics activities.

4.3 How long have you worked for the company? This question was intended to obtain the respondents' experiences of the respondents through the number of years they had been working in their companies or running their businesses. The researcher's conviction during the working years was that the experience of the worker is relative to the number they have worked in the related field.

Table 4.2: Years of Work of Respondents

Years of work	Responses	Percentage	Cumulative Percentage
Less than 1 year	4	10	10
1 – 3 years	7	17	28
4 – 6 years	8	21	48
7- 9 years	10	24	72
10 years and above	11	28	100
Total	41	100	

Source: Feld survey, 2023

Table 4.3a shows the number of years each respondent had worked relative to the topic being reviewed. Out of the total respondents forty-one (41), those who had worked for less than one (1) were four (4) representing 10%. Those who had worked for between 1 – 3 years were seven (7), representing 17% of the total. Between 4 – 6 years, the number of responses was eight (8) and this represented 21%. Ten (10) respondents representing 24% had worked for between 7 – 9 years while eleven (11) respondents representing 28% of the respondents had worked for ten (10) or more years. Finding an average between 4-6 years of working experience and ten (10) years that gives a total average of about 9.7 years approximated to 10 years of average experience. Having worked for five years in a particular field could make one experienced enough. Therefore, the average of ten years can be more than enough to rely upon one's responses for a research exercise like this. The data obtained and used for this research project therefore indicates that each respondent has enough experience to convincingly answer the questionnaires with enough understanding of the topic at stake. Thus, contributing to the quality of responses obtained and used for the research. The conclusion here is therefore that the responses obtained from the questionnaire administered went to the right caliber of respondents for which reason one can rely on the. Research outcome for references or as credible reference material. On the other hand, the few, eleven, respondents that had worked between one to three years could be insignificant and therefore can be discounted and may not affect the credibility of the quality of respondents from whom much of the data was obtained.

4.4: What is your level of education? The question was intended to ensure that not only did all the respondents have the positions but also that academic support to read and understand the requirements of the questions in the questionnaire well enough to respond with minimum guessed answers.

Table 4.3: Respondents'' Educational Levels

Level of Education	Responses	Percentage	Cumulative Percentage
JHS/SHS	1	3	3
HND/Equivalents	4	10	14
1st Degree	18	45	59
Master's degree	17	41	100
Other Cert	0	0	
Total	41	100	

Source: Field Survey, 2023

Table 4.4a reflects the various qualifications held by the respondents. There was only one (1) representing 3% of the respondents who had a Junior High School certificate. Four (4) respondents representing 10% had a higher national Diploma or equivalent diploma certificate. Eighteen (18) respondents representing 45% had a Bachelor's degree (1st Degree), and seventeen (17) respondents, representing 41% of the respondents, had a Master's degree certificate. Concluding, considering that HND is a higher form of qualification, a total of thirty-nine (39) highly academically qualified respondents took part in answering the administered questionnaires. Considering that seventeen 17(41%) respondents holding a master's degree took part in the exercise was an indication of the quality of responses fetched from them, and the attempt of the researcher to involve the best respondents in the scope of the research ensure that the research had the best workers involved in it for the best outcome. This position is buttressed by the smaller number of respondents – about five respondents - of junior staff who were involved as respondents. This gain proves the high caliber of staff used for the research project.

4.5 Professional certificate or professional Association? The question was asked to solicit further knowledge of the respondents' professional capabilities in the subject area. It was to augment the researcher's argument on having truly qualified respondents and experienced respondents who truly understood the nature of questions posed to them and considered their practical exposures to the questionnaire.

Table 4.4: Professional Certificates of Respondent

Professional Cert/Association	Responses	Percentage	Cumulative Percentage
Yes	17	41	41
No	24	59	100
Total	41	100	

Source: Field survey, 2023

Table 4.5a shows "yes" and "no" answers to the questions asked with seventeen (17) respondents making up 41% indicating that they possess professional certificates while twenty-four (24) of the respondents, representing 59% indicate no, meaning they had either in the process of obtaining them or do not have any professional certification at all. The researcher's observation after face-to-face interviews with some selected respondents concludes that some businesses do not understand the need to spend money on professional certification because it is analogous to institutional certificates such as bachelor's and master's degrees. This means that companies and even governments prefer academic certificates to professional certificates. Hence the higher percentage of "no" professional certificate holders in business practice. It is known globally that most global business employment policies of businesses do not have strict policies on employment based on professional qualifications. The fact is that most employment policies are silent on this issue but having a professional certificate may augment one's chance of being employed and can also be used as a separating agent between two equally potential employees. The data shown in the above table proves this fact that employers do not consider so much considering employing a professionally certificated staff or not, indicated by twenty for no professional employees as against seventeen professionally certificated employees. Nevertheless, this position can be offset by the higher number of highly qualified staff involved in the research

4.6 What category of staff are you? The question was asked to establish the various staff types of the capacity of staff of the respondents. This question was intended to separate the staff groups to assert the quality of staff involved in the data provisioning.

Table 4.6a indicates the capacity of staff involved in the research ranged from management to junior staff. Eight respondents representing 21% of the respondents who took part in the research responses were Managers of departments, twenty-two (22) representing 55% were senior staff, and seven (7) representing 7% were junior staff. The data as explained indicates that more senior staff took part in the questionnaire responses followed by full managers. Altogether a total of thirty (30) senior staff - managers and senior staff together – represented 73% making up the bulk of the total staff who took part in the survey. This means that a very high number of managers and senior staff were interested in the survey. Hence the survey can be said a higher credibility to the research. It must be established here that for an employee to be in the junior staff category bracket does not suggest less qualified staff but rather a rank that can also mean a staff just employed or in the process of updating himself professionally or academically and has enough experience on the reviewed subject area and could provide equally excellent responses credible enough to support a credible research analysis and outcome.

4.7 What is your understanding of the concept of procurement and logistics supply chain? The question was asked to solicit the understanding of the respondents concerning the project topic and to ensure minimizing possible guess responses.

Table 4.5 Procurement and Logistics Concepts

Concept of procurement and logistics supply chain	Not at all	Somewhat not well/familiar	Indifferent	Quite well/familiar /	Very Well/ Expert familiar/
How well do you understand the concept of procurement and logistics supply chain?	0	1(3%)	1(3%)	21(52)	17(41%)
What is your level of knowledge related to the concept of procurement and logistics supply chain?	0	3(7%)	1(3%)	20(48%)	15(38%)
How confident are you in your ability to manage procurement and logistics supply chain processes?	0	4(10%)	0	15(38%)	21(52%)
How familiar are you with the different components of the procurement and logistics supply chain?	1(3%)	3(7%)	1(3%)	21(52%)	14(34)
To what extent do you feel comfortable discussing the concept of procurement and logistics supply chain?	1(3%)	1(3)	1(3%)	18(45%)	17(41%)
How familiar are you with the different tools and technologies used in procurement and logistics supply chains?	7(17%)	1(3)	0	21(52%)	10(24)

Source: field survey 2023

Table 4.7a shows that concerning the question “How well do you understand the concept of procurement and logistics supply chain? None of the respondents answered “not at all”, meaning all of them are aware of what the topic of the research was about. One (1), representing 3% answered “somewhat not well/familiar” indicating that a respondent had fair but superficial knowledge about the question as was posed in the questionnaire, one (1) representing 3% were Indifferent, with twenty-one (21), representing 52% of the respondents indicating that they were quite well/familiar while seventeen (17) representing 41% were very and expertly familiar. The analysis indicates that out of the bulk of the respondents, thirty-eight (38) had quite good knowledge about the supply chain concept which thus suggests that the implications of the supply chain could not be an issue and could be comfortable with its application. Therefore, the impact of the non-response can be insignificant to the knowledge expected to forge ahead to the rest of the questions as the answering the remaining questions related to the preceding answers.

Concerning the question “What is your level of knowledge related to the concept of procurement and logistics supply chain?” and none responded to not at all. This means that all the respondents had knowledge about the concept of procurement and logistics supply chain except that one (1), representing 7% answered somewhat not familiar, one (1) representing 7% were indifferent, twenty (20), representing 48% answered quite well/familiar while fifteen (15), representing 48% were experts or well familiar with the concept. The zero “no responses, suggests all of the respondents knew the supply chain.
On the question of how confident are you in your ability to manage procurement and logistics supply chain processes?, none answered at all, meaning the respondents were not sure or did not have confidence in their ability to manage the procurement and logistics supply chain processes with four (4) representing 10% were indifferent, fifteen (15), representing 38% choosing somewhat not familiar and none indifferent with fifteen (15) representing 38% being quite well/familiar while twenty-one (21), representing 52% being well familiar or experts.
Regarding the question “How familiar are you with the different components of the procurement and logistics supply chain? One (1) respondent representing 3% answered not at all, meaning the respondents were not familiar with any components of the procurement and logistics supply chain at all. Other three (3), representing 7% answered somewhat not well or familiar, one (1) representing 3% answered indifferent, twenty-one (21) representing 52% answered quite well or familiar, with fourteen (14) representing 34% answered very well or expert familiar.
Also, with the question “To what extent do you feel comfortable discussing the concept of procurement and logistics supply chain?, one (1) representing 3% answered not at all, meaning these respondents did not have any readiness to discuss the concept of procurement and logistics supply chain while one (1) representing 3% answered somewhat not well or familiar, one (1) representing 3% answered indifferent, meaning they were not sure of being comfortable discussing issues concerning procurement and logistics supply chain. Other feelings were eighteen (18) representing 45% answered quite well or familiar, seventeen (17) representing 41% answered very well or expertly familiar and therefore fore had been discussing and are willing to discuss or comfortable with any discussion concerning logistics and procurement supply chains.
Lastly, on the question “How familiar are you with the different tools and technologies used in procurement and logistics supply chains? Seven (7) representing 17% of the respondents answered not at all, meaning they either did not know the different tools and technologies used in procurement and logistics supply chains or they did not understand the question. The two scenarios are all possible since it is impossible not to use any procurement and logistics tool to achieve any procurement goals in business hence, the conclusion was drawn. Sequel to this one (1) representing 3% answered somewhat not well or familiar while none responded were “indifferent”. Twenty-one (21) representing 52% answered quite well or familiar, with ten (10) representing 24% answered very well or expertly familiar. In conclusion, a critical picture portrayed by the data analyzed as summarized below indicates that with a breakdown of individual responses the as shown below the sentiments of the majority of the respondents are stronger from quite well or familiar with a total of 116 and very well or expertly familiar making a total of 210 selections by respondents which is quite impressive as compared with only between thirteen (13) and four (4) making a total of seventeen choices.

Table 4.5b

Concept of procurement and logistics supply chain	Not at all	Somewhat not well/familiar/ comfortable/familiar/Confident	Indifferent	Quite well/familiar/ comfortable/familiar/confident	Very Well/ Expert familiar/ comfortable/confident
	9	13	4	116	94

Therefore there was a strong impression shown by the respondents that very majority of them understood the concept behind the procurement and logistics supply chain. This steep skewness toward a deeper understanding of this concept also gives a solid impression that answers provided by the respondents to the questions were true and reliable again making all analysis and research outcomes dependable
4.8 How do you think procurement and logistics supply chains can affect the businesses of emerging markets? This question was intended to ascertain from respondents whether, with effective employment of procurement and logistics functional activities, emerging economic activities can be maximized to have maximum impact on the business activities in these markets for business capacity building and competitiveness.

Table 4.6 Procurement and Supply Chain Effect on Emerging Markets Businesses

Effect of Procurement and Supply Chain on Emerging Markets Businesses	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
The procurement and logistics supply chain has a positive effect on the businesses of emerging markets:	0	0	1(3%)	13(31%)	25(62%)
The procurement and logistics supply chain harms the businesses of emerging markets:	17(41%)	8(21%)	0	8(21%)	7(17%)
I believe the procurement and logistics supply chain has a significant effect on the businesses of emerging markets:	0	0	3(7%)	11(28%)	25(62%)
The procurement and logistics supply chain has a positive impact on the profitability of businesses in emerging markets:	1(3%)	0	0	13(31%)	24(59%)
The procurement and logistics supply chain harms the sustainability of businesses in emerging markets	13(31%)	10(24)	3(7%)	7(17%)	7(17%)
I believe the procurement and logistics supply chain has a	0	0	4(10%)	0	18(45%)

significant effect on the competitiveness of businesses in emerging markets:					

Source: Field Survey 2023

Table 4.8a shows the effects of procurement and supply chains on emerging market businesses. The statement on whether "the procurement and logistics supply chain has a positive effect on the businesses of emerging markets": this answer shows that none (0) strongly disagreed with the statement that procurement and logistics supply chain has a positive effect on the businesses of emerging markets and that all the respondents agreed that procurement and supply chain matters have a strong correlation with global economy with none (0) disagreeing. One (1), representing 3% responded to neither agree nor disagree, thirteen, (13) representing 31% responded to agree, and twenty-five (25) representing 62% responded to strongly agree.

The statement of procurement and logistics supply chain harms the businesses of emerging markets: also, seventeen (17), representing 41% responded to strongly disagree, eight (8) representing 21% responded to disagreed, none (0) responded to neither agree nor disagree, eight (8) representing 21% agreed to the question, seven (7) representing 17% responded to strongly agreed. The data suggests that the majority opined that effective procurement and logistic supply chains have a positive bearing on the performance of global emerging economies.

The survey on the statement "I believe the procurement and logistics supply chain has a significant effect on the businesses of emerging markets": shows none responded to strongly disagree, none responded to disagree, three (3), representing 7% responded to neither agree nor disagree, eleven (11) representing 28% responded to agree, twenty-five (25), representing 62% responded to strongly agree. The higher result of twenty-five (25) indicates that it is dawning on emerging economies that the success of today's business activities in a significant measure also relies on the supply chain functions of logistics and procurement. Therefore, it will be a prudent idea for emerging economies to allocate adequate resources to these functions.

The survey on "the procurement and logistics supply chain has a positive impact on the profitability of businesses in emerging markets" shows one (1) representing 3% responded to strongly disagree, none responded to disagree, none responded to neither agree nor disagree, thirteen (13) representing 31% responded to agree, and twenty-four (24) representing 59% responded to strongly agree. The implication here is that most respondents in businesses are willing to invest as the motive of every business is to make a profit. Therefore, businesses in the emerging economic market ought to realize the importance of the contributions of the logistics and procurement functions are both profit-oriented functions, and give them the deserved status as autonomous functions to perform effectively and efficiently and not sub-functions to other departments.

In the survey on the statement "the procurement and logistics supply chain harm the sustainability of businesses in emerging markets", thirteen (13), representing 31% responded to strongly disagree, ten (10), representing 24% responded to disagree, three (3) representing 7% responded to neither agree nor disagree, seven (7) representing 17% responded to agree, and seven (7) representing 17% responded to strongly agree. Putting together the responses for strongly disagree and disagree gives a total of twenty-three (23), representing just above forty-one 41 response threshold indicates a supportive position to the fact that the logistics and procurement functions rather add to the fortunes of business in an emerging market. The relatively comparable higher strongly agree, neither agree nor disagree or agree to suggest a strong misunderstanding of the statement made or could not relate their answers to the question posed. On the other hand, if the respondent disagrees with the statement concerning the main question, then businesses have to expose the contributions of procurement and logistics supply chain function with empirical support to their staff.

The survey “I believe the procurement and logistics supply chain has a significant effect on the competitiveness of businesses in emerging markets”: shows that none responded to strongly disagree, none responded to disagree, neither agree not disagree suggest of representing 10% responded to neither agree nor disagree, none responded to agree, and 18 representing 45% responded to strongly agree.

4.9 What do you think are the main challenges associated with implementing and managing an effective procurement and logistics supply chain in emerging markets? The question was intended to discover the major challenging factors that militate against the effective and efficient management of procurement and logistics supply chains of business competitiveness in emerging economies across the globe.

Table 4.7 Procurement and Logistics Supply Chain Challenges

Procurement and logistics supply chain challenges	Responses	Responses, %	Not Responded	Responses, %
1. Access to quality suppliers	32	79	8	21
2. Availability of reliable transportation	28	69	13	31
3. Cost effectiveness of procurement and logistics	31	76	10	24
4. Unpredictable political and economic conditions	35	86	6	14
5. Language and cultural barriers	31	76	10	24
6. Difficulties in tracking and managing shipments	29	72	11	28
7. Limited access to technology and resources	31	76	10	24
8. Weak infrastructure and communication networks	34	83	7	17
9. Lack of skilled personnel and expertise	27	66	14	34
1. Difficulties in enforcing contracts	28	69	13	31

Source: Field survey 2023

Table 4.9a shows the challenges of procurement and logistics supply chain. Out of the percentage total of forty-one 41(100%) respondents thirty-three (33) representing 80% responded, whereas eight (8), representing 21% did not respond to access to quality suppliers. The overwhelming number of respondents indicated that "access to quality suppliers is one of the main challenges militating against the implementing and managing an effective procurement and logistics supply chain in emerging markets. Most global emerging economies are known to be informal and have semiprofessionals as forming the bulk of employees. For a lack of employee professionalism employees, the procurement and logistics departments cannot fathom the importance of quality in supply because, to many of them, supply means delivery of product alone. This meaning once user requirements are met the end has come for procurement and logistics supply chain activities. This practice has dire consequences on customer satisfaction and hence, profit management as consistent quality reduction will naturally drive customers to suppliers who are capable of supplying quality. To buttress the above, experts believe that customers buy value and not products it is no surprise that the overwhelming majority chose supplier quality as a problem faced by emerging economies.

Twenty-eight (28), representing 68% responded to "availability of reliable transportation while thirteen (13) representing 32% did not respond to the statement that the availability of reliable transportation is one of the main challenges militating against the implementing and managing an effective procurement and logistics supply chain in emerging markets was a problem. As the overwhelming number of respondents indicate their support for this statement, it is also not a strange situation. As it is known already, an emerging economy market means that businesses in this economic market are not out of the woods yet, meaning that this type is between advanced and developing economic markets. It is also known that most emerging markets depend on foreign direct investments that go into government projects aiming at creating the enabling market environment for businesses to operate in. Incidentally but as a consequence conducive and attractive enabling economic platform for business has the propensity to attract foreign direct investments in production projects and this comes with intensive purchases supply chains for effective and efficient materials purchases for production and equally pulls along with them logistics and transport activities to support the delivery and physical distribution of materials and finished products.

Thirty-one (31) representing 76% responded to the statement that "cost-effectiveness of procurement and as a main logistics and transportation challenges militating against the implementing and managing an effective procurement and logistics supply chain in emerging markets was a problem with ten (10) representing 24% respondents choosing not to respond to the cost-effectiveness of procurement and logistics. Here again, the overwhelming respondents agreed that procurement cos-effectiveness is a main challenge against implementing and managing an effective procurement and logistics supply chain in emerging markets was a problem. Cost is every business's concern implying that businesses in advanced economies as well as emerging economic markets business incur costs that need to be managed because sources of cost need to be identified and managed to contain it as cost-build up without strategic management of it can be disastrous for all kinds of businesses. As a result of economic and financial mismanagement in most emerging economic markets, prices in this market cannot compete with those in the dvanceed markets. Hence the belief that "cost-effectiveness of procurement in the emerging markets.

Furthermore, thirty-five (35), representing 85% of the respondents indicated that "unpredictable political and economic conditions" are one of the main challenges against implementing and managing an effective procurement and logistics supply chain in emerging markets was a problem, with six (6) representing 15% showing no response. The data suggests therefore that respondents believe that the difficulty posed by the unpredictability of political and economic situations in emerging markets stifles efforts to improve the fortunes of businesses in emerging markets. There is total consensus on this situation from African economic situations. Over the past five to ten years, in the West African sub-terrain alone, there have been four successful military takeovers. Such include countries such as Niger, Burkina Fass, Guinea, and Mali. Besides, there have also been many counter coups even though foiled. There is no gainsaying the fact that this situation stifles foreign investments which is required to augment political efforts to attract them. The situation also affects economic activities as investors are not convinced of protection for investment which causes diversion of investments elsewhere. Political stability creates economic stability through investment inflows. Therefore, political instability tends to create a cycle of poverty through a lack of resourcefulness and a high incidence of idling about. In conclusion, the cycle of poverty as a result of political instability and economic mismanagement needs to be curbed if emerging markets want to compete with advanced markets. As it is established already, resourcefulness can be the result of higher purchasing power which can come only when political situations in economies can be trusted by the investors.

On the statement that "Language and cultural barriers" are one of the main challenges against implementing and managing an effective procurement and logistics supply chain in emerging markets was a problem, thirty-one (31) representing 75% were in favor whereas seven (10) representing 25% did not respond to the statement. It is known that language which is a main cultural identity all over the world. Skin color equally assists in cultural identification. In Africa for example, the English language besides the French, Spanish, and Portuguese languages are the main lingua franca for communication, teaching, writing, and business communication and activities. Besides, the numerous spoken languages perhaps justify the dominance and importance of foreign languages for business communications. For example, Ghana has over 80 ethnic languages few of which are understood by about between thirty and forty percent of the population. The researcher surmises that this assists in doing business among emerging economies better and easily because they can communicate in a few international languages. The question now is how do other sovereign emerging economic markets such as in the eastern who cannot speak any of the "binding" languages communicate with their counterparts in say, Africa? Does it mean they cannot engage in any business with their counterparts in Africa for example? The issue of culture has been very devastating to most especially, African countries as most foreign cultures are known to be reluctant and therefore hesitate to do business with African markets.

The data also shows that thirty (30) representing 73% thought that difficulties in tracking and managing shipments were one of the main challenging factors associated with implementing and managing an effective procurement and logistics supply chain in emerging markets respondents with eleven (11) representing 27% of the respondents did not respond at all. The data indicates that not all the questions were answered by the forty-one respondents. The total responses therefore amount to twenty-nine (29) with twenty-one respondents indicating that difficulties in tracking and managing shipments is one of the main challenges associated with implementing and managing an effective procurement and logistics supply chain in emerging markets. With the overwhelming support of this statement, the researcher argues that the position taken by the majority of respondents was appropriate. Electronic monitoring or tracking systems for carrier route tracking are recent. This could be attributed to the fact that businesses in most emerging rely on electric or digital tracking by foreign-owned shipping carriers simply because there is always that trade balance deficit with advanced economies. It means that businesses in emerging markets buy the bulk of mostly semi-finished products from the advanced economies and export less to their counterparts – advanced economies markets. The situation accounts for the serious shortfalls in foreign reserve balances rendering most of the markets uncompetitive since they cannot have enough to invest in the serious and competitive research and development sector. Here again, the number of no responses by comparison is insignificant and therefore cannot influence to content of the analysis.

Thirty-one (31) representing 76% thought that limited access to technology and resources is one of the main challenges associated with implementing and managing an effective procurement and logistics supply chain in emerging markets. Whereas ten (10) representing 24% did not provide any response. The data proves that the majority were of the view that having no access to technology and resources is militating against the supply chains of logistics and procurement and that emerging markets are facing the current phenomenon of remaining where they are presupposing that emerging economic markets can do well when they are provided these. The data raises the question of this and the researchers argue that ironic, from this position is that most emerging markets have vast but untapped reserves of natural resources, which have helped to turn the fortunes of businesses in the advanced economies into industry leaders by transformational prowess unmatched. The unavailability of technology to the researcher is what may be needed to overcome vulnerabilities of the emerging economic markets to turn the available resources into competitive products for the markets. Therefore, perhaps the significant number of “no responses” suggested that answering yes was not going to be true and fair to the question hence their abstinence. In conclusion, it can be stated that the majority’s position cannot be entirely fair to the question. The high number of no responses may suggest this fact.

Thirty-four (34) representing 83% responded whereas seven (7) representing 17% did not respond to weak infrastructure and communication networks. One key identification of most emerging economies is known to be weak infrastructure which includes, outdated production facilities such as machinery, buildings, bad or non-existing logistics infrastructure, such as modern seaports with modern state-of-the-art business supportive facilities such as conveyor facilities, container off and on loading facilities, bad railway network, fewer carrier companies because of security concerns in these countries, political and economic instabilities and insecurity that do not provide the enabling environment to support business growth and high levels of corruption in high places, poor communication networking form service providers to assist with daily business activities amongst many others. Experts indicate that it costs emerging economies to communicate during business than it does with advanced economies markets. One of the main reasons given for the disparity is that advanced economies invest a lot into research and development so can reap returns in the form of manufacturing advanced communication technologies that can support all forms of their businesses through fast, effective, and reliable communication systems, enabling them to lead in the business market. In conclusion, it is time for emerging economies to invest in research and development to enhance the existing communication infrastructure as well as upgrade their ports and harbors as well as modernize its point of entry and exits to support business supply chain activities.

Twenty-seven (27) representing 66% responded whereas fourteen (14) representing 34% did not respond to a lack of skilled personnel and expertise. The data shows quite a competing response as thirty-four percent against sixty-six percent of responses to lack of skilled personnel and the expertise is enough to worry about. Even though the majority were in support of the position that lack of skilled personnel and expertise can be a key factor affecting the success of implementing and managing an effective procurement and logistics supply chain in emerging markets, the researcher agrees with this position because most emerging economic markets invest less in human resources which are needed to provide the qualified manpower with the necessary skills for production activities and businesses. It is also known that the acquisition of expertise is a product of consistency in skillful practices over time, meaning to be an expert is time-related; the more one works continuously chances are there to be an expert in performing the field through related work. In conclusion, it is a worry to have many no responses, yet it is also a fact that the majority sided with the fact that lack of skills leads to lack of expertise which can militate against business successes in emerging markets.

Twenty-eight (28) representing 68% responded whereas thirteen (13) representing 32% did not respond to difficulties in enforcing contracts.

The conclusion here is that the majority of the respondents agree that the challenges as given in the questionnaire indeed exist but the researcher equally agrees that there are equally higher percentage of no responses relative to the number of people surveyed which is unacceptable. For example, for "lack of skilled personnel and expertise" 10(34%) against 19(66%) to the researcher is an unacceptable rate of silence on the issue. This to the researcher indicates the acceptance that most emerging economy businesses lack some essential business skills to assist with innovation in business improvement. This situation may account for poor negotiation skills, especially in procurement from outside and equally so in negotiation for mineral prospecting and extraction by foreign companies allowing a lower percentage of returns on profit to the host countries.

4.10 Do you believe that the procurement and logistics supply chain can be a source of competitive advantage for businesses in emerging markets?

Table 4.8 Competitive Advantage sources

Source of competitive advantage?	Absolutely No.	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	No response	Total Responses, %
No, I do not believe that the procurement and logistics supply chain can be a source of competitive advantage for businesses in emerging markets.	22(55%)	7(17%)	1(3%)	4(10%	3(7)	3(7%)	100

Source: Field survey

Table 4.10a indicates the responses to the question of "if they do not believe that the procurement and logistics supply chain can be a source of competitive advantage for businesses in emerging markets". Answering this, twenty-two (22) respondents, representing 55% of the total responses chose "absolutely no", seven (7), representing 17% disagreed, and one (1) respondent, representing 3% neither agreed nor disagreed. Furthermore, four (4) of the respondents representing 10% agreed, with three (3) respondents representing 7%, strongly agreed, while three (3), representing 7% gave "no" responses.

4.11 What strategies do you think should be adopted by businesses in emerging markets to manage their procurement and logistics supply chain successfully? The question was intended to establish the dominant strategies that emerging markets use and determine the cost-effectiveness and inherence of businesses in emerging economic markets.

Table 4.9 Strategies to Adopt in Emerging Markets

strategies to adopt in emerging markets	Response	Responses, %	Not Responded	Responses, %
Developing a comprehensive procurement and logistics strategy	41	100	0	0
Establishing strong relationships with suppliers	33	80	8	20
Implementing sound inventory management practices	40	98	1	2
Utilizing the latest technology to automate processes	38	92	3	7
Utilizing data analytics to identify cost savings opportunities	38	92	3	7
Developing a risk management plan to address supply chain disruptions.	37	90	4	10

Source: Field Survey 2023

Table 4.11a shows that out of the total responses of forty-one (41) respondents, 100% indicated that developing a comprehensive procurement strategy should be a logistics and procurement supply chain management strategy to be adopted by emerging markets to manage procurement and logistics supply chains successfully. It can be concluded that this can be a strategy in practice by these businesses to maximize their profit. Because it cannot be assumed that all respondents will agree to adopt.

Another thirty-three (33) representing 80% of the respondents indicated that establishing strong relationships with suppliers should be the best strategy to adopt by emerging markets as a strategy to successfully manage procurement and logistics supply chains, while eight (8) respondents representing 20% gave no responses at all. The conclusion concerning this statement suggests that even though a bit of the respondents held contrary opinions, over a two-third majority of thirty-three (33) good enough to represent the total respondents who agreed to establish the acceptance that businesses in emerging economic markets could thrive with strong supplier relationships as one of the imperative strategies.

Another forty (40) representing 98% of the respondents thought that implementing sound inventory management practices could be better in a strategic position to successfully manage procurement and logistics supply chains with one (1), representing 2% no response. With an overwhelming agreement from nearly all the respondents, the conclusion is eminent without contradictions that sound inventory management practices by businesses of all types in global emerging markets can be a sure way to make money while effectively and efficiently keeping adequate inventory, increasing customer service levels, and saving money consequently.

A total of thirty-eight (38) representing 92% of responses selected “utilizing the latest technology to automate processes” as the best strategy to successfully manage procurement and logistics supply chains with three (3), representing 7% no responses. The conclusion here is that nearly all respondents agree that automation of procurement and logistics supply chain activities can be another strategic means to manage supply chains of procurement and logistics in emerging markets as this minimizes human involvement in the processes thus reducing preventable errors that could reduce the cost of unnecessary and unprofitable reverse logistics activities. The no responses are not significant enough to weigh on the positives associated with the strategy.

Another thirty-eight (38) respondents, representing 92% also indicated that utilizing data analytics to identify cost savings opportunities" can be the strategy to successfully manage procurement and logistics supply chains with three (3) no responses. Again, the overwhelming number of respondents keeping and analyzing data on the supply chain activities of procurement and logistics not only saves cost and identifies cost-saving opportunities but can also provide easy accessibility to information making it possible to compare and contrast previous and current logistics and procurement occurrences by also enable efficient and reliable demand and supply forecasting avenues, which is essential for serving customers in real-time situations. Data analytics for procurement and logistics supply chains also create the recourse to quick sourcing locations possible, consequently helping to reduce sourcing costs.

Finally, thirty-seven (37) respondents representing 90% chose "developing a risk management plan to address supply chain disruptions" as the strategy to successfully manage procurement and logistics supply chains while four (4) representing 10% gave no responses. Risk is what every business entity would like to avert. Therefore, the overwhelming number of respondents having enormous work experience know the harm that risk can cause to the savings of any global business. Emerging economic markets have the onerous task of minimizing avoidable work-related risks and managing insurance claims by reducing insurance premium payments.

4.12 What do you think are the key success factors for an effective procurement and logistics supply chain in emerging markets? The question was intended to ascertain whether logistics and supply chain are known to achieve any success as they are being applied as part of the strategic value-added activities of the two functions.

Table 4.10 Key Procurement and Logistics Success Factors

Key Procurement and Logistics Success Factors	Response	Responses, %	Not Responded	Responses, %
Quality control	36	86	6	14
Availability of resources	38	93	3	7
Accurate forecasting	40	98	1	2
Automation	34	83	7	17
Cost efficiency	40	98	1	2
Effective inventory management	39	95	2	5
Strategic partnerships	35	85	6	15
Flexibility	33	80	8	20
Robust supply chain management	33	80	8	20
Innovative technologies	24	59	17	41

Source: field survey 2023

Table 4.12a shows the responses for “key success factors for an effective procurement and logistics supply chain in emerging markets”. Thirty-six (36) respondents representing 86% out of 100% responded that quality control had been a key success factor for an effective procurement and logistics supply chain in emerging markets. Whereas six (6) respondents representing 14% out of 100% did not respond. From the data, since the greater majority of the respondents, the conclusion is that emerging markets believe in quality control as one of the key factors that can enable emerging markets to play second fiddle to the advanced markets' business players because, it is said that customers buy value and not products as they value derived from an array of similar products displayed provides them the satisfaction, and hence the customers' willingness to purchase it with their scarce resources available to them. The six percent “no responses” even though is significant the conclusion is that the responses could have come from new junior staff who were still learning because this success factor is established universally.

Thirty-eight (38) respondents representing 93% thought that the availability of resources was the key success factor for an effective procurement and logistics supply chain in emerging markets, whereas another three (3) respondents, representing 7% did not respond. The data shows an overwhelming majority thinking with the availability of resources and I guess, together with sustainable production facilities and professional manpower quality high product quality equal to any advanced market products can be put on the market to compete with any products. Here, again emphasis must be placed on the fact that customers buy value which can be said to reside with a product and not just any product at all. The number of no responses can be insignificant relative to the majority who choose the availability of materials and therefore can be discounted as having no impact at all.

Forty (40) respondents representing 98% responded to accurate forecasting as the key success factor for an effective procurement and logistics supply chain in emerging markets whereas one (1), respondent representing 2% did not respond. It can be concluded that the no responses can again be insignificant because of the vastness of the number who thought that accurate forecasting could be responsible for the success of emerging markets. Information technology has enabled the quick identification of markets true complex calculation of production trends, sales trends as well as the trend of procurement and logistics and transport activities strengthening the supply chains of business as a result and as a consequence, this has built the capacity building to forecast business events. It is emphasized here that advanced market business players have built enough capacity to forecast business events and be able to invest effectively where business enables effective stock market activities in this area making it difficult for emerging economies to compete. Therefore, the majority of responses indicated by this data are in the right direction. Emerging markets must build capacity to ensure effective forecasting of current and future global business trends to assist in effective and strategic sourcing of materials and products, sustainable production activities, logistics and transport activities, and sales.

Thirty-eight (38) respondents representing 87%, chose automation as the key success factor for an effective procurement and logistics supply chain in emerging markets, with seven (7), representing 17% giving no responses at all. The overwhelming majority agreed with the fact that automation is another key factor for the competitiveness of global emerging markets businesses. It is known that there is an increasing pressure to improve process efficiency in all activities of procurement and logistics supply chain functions which is capable of improving the processes of range performances while at the same time collecting operating data for future use. With accurate performance metrics, such as overall equipment effectiveness (OEE), plant management automation of procurement and logistics supply chain activities can identify problems and establish strategies for reducing performance-based functions, and inefficiencies and drive improvements across the entire supply chain processes (Fry K, 2011). Based on the benefits of automation in the supply chain, respondents were right to choose automation as one of the key success factors because many businesses in Africa are assisted to efficiently function through the use of computers as well as smart information communication sharing. Again, it can be concluded that the number of "no responses" was insignificant.

Another forty (40) respondents representing 98% indicated that cost efficiency is the key success factor for an effective procurement and logistics supply chain in emerging markets, while one (1) representing 2% did not answer. The conclusion based on the data is that 98% of all responses are convincing enough to be relied on as a key success factor because all businesses spend on both prime and overheads with particular attention on prime costs including direct costs such as raw material inventory and direct production cost which depends on the suppliers' cost of production and any other unavoidable production costs, besides the overheads such as consumables, transportations and distribution of finished products to outlying warehouses and for consumers which cost can be strategically managed by the buying firm to reduce total cost. In conclusion, the thoughts of the respondents were right because the understanding of the business cost analysis can enable businesses in emerging economies to effectively manage the cost of their operations since the final product price, and to a larger effect business' competitiveness depends on it, taking advantage of the economy of scale to expand operations into the advanced markets with stronger financial backing or support is in the right direction.

Thirty-nine (39) other respondents representing 95% chose effective inventory management as the key success factor for an effective procurement and logistics supply chain in emerging markets, with two (2) representing 5% not answering at all. Another data scenario indicates that the overwhelming majority of the responses when inventory is effectively managed in emerging economic markets will be successful in competing in the global markets batching boot for boot with their advanced businesses. Inventory, experts say "is a necessary evil" meaning, all global businesses use one form of inventory another. This requires global businesses to strategically approach the acquisition of inventory with the fact that businesses engage in trade only when they offer a kind of product to sell. The fact here is that inventory acquisition or procurement and delivery cost so much to businesses and economically this cost needs to be contained or makes a business unprofitable. On this premise, the responses are in the right direction because inventory being the base of business needs prudently be managed for businesses to save cost and become competitive as saving means business processes are efficient and therefore, finished products from emerging markets are competitively priced to match up with that of competitors from the advanced economic markets are

Another twenty-five (25) representing 85% of respondents thought that strategic partnership is one of the success factors for an effective procurement and logistics supply chain in emerging markets with six (6) representing 15% indicating no responses. The benefits of strategic partnership to businesses cannot be overemphasized because strategic partnership in procurement can ensure that strategic raw materials can be obtained with less hassling than without it through the conglomerate of buying businesses. Similar conglomerate togetherness of businesses can come together to hire carriers for purchased goods coming from the same location to deliver. This type of procurement and logistic/transport formation has the advantage of being a pressure group considering the aggregate purchase and shipments capable of obtaining bigger than usual discounts is necessary to manage the buyer's cost of production and pricing to customers. The conclusion, therefore, is that strategic partnerships can be key to the success of businesses in emerging markets to encourage competitiveness through enhanced discount acquisition. The enormous benefits accruable to strategic partnership therefore as indicated by the data make insignificant the few “no responses shown by the data.

Supply chain flexibility was thought by thirty-three (33) respondents to be a key factor for an effective procurement and logistics supply chain in emerging markets with eight (8) no responses. The motive of the concept of supply chain will be defeated when the tenets as envisaged for business are difficult to apply. Therefore, the overwhelming responses indicating their agreement to the flexibility of the supply chain activities suggests that emerging markets can effectively and competitively operate profitable businesses if all supply chain members can coordinate functions as a chronometer with each knowing their responsibilities appropriately in the supply chain network. This means that the failure of one member will orchestrate the failure of all since no one member is permitted to operate outside the agreed time-related processes. In conclusion, the chain consequences of the application of supply chain mean that businesses in emerging markets avoid unpardonable errors to ensure that business processes are religiously adhered to the letter, reducing scraps from production processes to get products onto the market on time. Another eight (8) respondents gave no responses at all.

Finally, twenty-four (34) others representing 59% of the responses thought innovative technologies were the key factor for an effective procurement and logistics supply chain in emerging markets with seventeen (17) others giving no responses to the question. Innovation is indeed today’s business language. Businesses like all other business functions that cannot innovate to improve their processes and activities are bound to be left behind as consumers are becoming sophisticated in choices because of abundant knowledge concerning what a consumer has to look for when buying products. Besides this, the nefarious practices of some businesses are creating consumption awareness making it imperative for consumers to manage purchases to add – value to their buying and delivery activities. Innovation is, therefore, the other of businesses required by businesses in emerging markets to become competitive since with innovation the chance of emerging markets coming up with new brands of products will help to raise their competitive styles in marketing their products,

The data shown above indicate a variety of choices as factors that respondents considered the key factors for success in procurement and supply chain in emerging markets. However, the trend of responses indicates that there are indeed some positive or strong factors that can contribute to supply chain effectiveness and success in emerging markets to augments. With a total individual response aggregation of 352 with an average percentage response rate of 35 per factor. The conclusion is that relative to the total respondents of forty-one (41), thirty-five (35) average response rate is high enough to suggest that all factors indicated in the questionnaire were of utmost importance for every success of the procurement and logistics supply chain in emerging markets. The surprising response was that of innovation because the researcher believe that innovation in logistics and procurement supply should have attracted one of the highest percentile responses. Incidentally, innovation attracted the lowest percentile responses indicating that some emerging economies including Ghana have no interest in innovation. This is the going to be next research investigation the researcher will undertake. Notwithstanding, the “no responses” against “innovative technologies” of 17(41%) against 24(59%), is too close to being termed insignificant as far as the survey population used is concerned. For businesses in emerging economic markets to do less innovative ventures can be tantamount to the stagnation and competitiveness of the businesses in these markets.

4.13 Are there any existing models or frameworks that can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets? The question was intended to solicit both knowledge of the existing supply chain models of Procurement and Logistics models as well as indicate which models they had ever used and the reason for using them.

Table 4.11 Procurement and Logistics Supply Chain Models

Models to access procurement/logistics	Response	Responses, %	Not Responded	Responses, %
The Boston Consulting Group's Market-Driven Supply Chain Model can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets.	34	83	7	17
The McKinsey 7-S Framework can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets.	27	66	14	34
The Supply Chain Operations Reference (SCOR) model can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets.	31	76	10	24
The Logistics Performance Index (LPI) can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets.	31	76	10	24
The Value Chain Analysis Model can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets.	34	83	7	17
The Total Cost of Ownership (TCO) Model can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets.	23	56	18	44

Source: Field Survey 2023

Table 4.13a indicates data captured on the existing procurement and logistics Supply Chain Models applied by businesses across the globe and which are privy to emerging markets as well. For the sake of this research, six models were made available for forty-one (41) respondents to select from. These models were to be selected based on their functions relative to the procurement and logistics supply chain functions.

Thirty-four (34) respondents representing 87% of the respondents indicated the use of the Boston Consulting Group's Market-Driven Supply Chain Model because it can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets with seven (7) representing 17% no responses.

Twenty-seven (27) responses, representing 66% chose the McKinsey 7-S Framework because the model can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets, and fourteen (14) responses representing 34% gave no responses.

Thirty-one (31) responses used the Supply Chain Operations Reference (SCOR) model since it can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets whereas ten (10) were not answered at all Also, thirty-one (31), representing 76% respondents, had used the Logistics Performance Index (LPI) as it can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets with ten (10) no responses.

Thirty-four (34), making up 83% of the responses also used the Value Chain Analysis Model which can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets. Seven (7), making up 17% of the respondents indicated no response.

Finally, twenty-three (23), 56% of respondents had used the Total Cost of Ownership (TCO) Model can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets, with eighteen (18) making up 44% no respondents.

The data indicates that all six (6) models are known to businesses and are being used by the businesses surveyed. However, the models as indicated in the data are applied according to their effectiveness. The conclusion therefore is that no one business entity uses all of the models at the same time as they are performance-based models, meaning businesses apply them as they believe the use of the models is based on their effectiveness to achieve results and increase competitiveness of businesses functions. The challenge here is the number of no responses which in aggregation and relative terms is huge to the total no responses of fifty-one (51) which makes up 28% of response aggregation of .one hundred and eighty (180) responses.

4.14 How do you think the procurement and logistics supply chain can be improved to achieve better results for businesses in emerging markets? The question was meant to solicit information on how innovative the respondents were in solving procurement and logistics supply chain challenges to reduce possible reliance on supply chain consultancy.

Table 4.12 Procurement and Logistics Supply Chain Improvement

Procurement and logistics supply chain improvement	Responses	Responses, %	Not Responded	Responses, %
The Total Cost of Ownership (TCO) Model can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets.	23	56	18	44
Streamlining the procurement and logistics process through process re-engineering can improve results for businesses in emerging markets.	32	79	8	21
Investing in training and capacity building for procurement and logistics personnel can improve results for businesses in emerging markets.	35	86	6	14
Adopting modern and innovative procurement and logistics solutions can improve results for businesses in emerging markets.	38	93	3	7
Incorporating data analytics and artificial intelligence into the procurement and logistics process can improve results for businesses in emerging markets.	34	83	7	17
Utilizing digital platforms and online marketplaces for procurement and logistics can improve results for businesses in emerging markets.	36	90	4	10

Source: field survey, 2023

Table 4.14a shows the data captured from respondents on the question of the possible ways of improving on logistics and procurement supply chain. Out of a total of forty-one (41) respondents, twenty-three (23) representing 56% either used or preferred to use the Total Cost of Ownership (TCO) model since the model can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets and eighteen (18) representing 44% gave no response. The

Streamlining the procurement and logistics process through process re-engineering can improve results for businesses in emerging markets. The choice of thirty-two (32) representing 79% of the respondents while eight (8), representing 21% provided no answers at all.

Additionally, thirty-five (35), representing 86% of the total respondents indicated investing in training and capacity building for procurement and logistics while six (6) representing 14% chose nothing at all.

Furthermore, thirty-eight (38) representing 93% of respondents indicated that adopting modern and innovative procurement and logistics solutions can improve results for businesses in emerging markets with three (3) representing 7% not responding at all.

Again, a total of thirty-four (34), representing 87% of responses, believed that incorporating data analytics and artificial intelligence into the procurement and logistics process can improve results for businesses in emerging markets, while seven (7) did not respond at all.

Utilizing digital platforms and online marketplaces for procurement and logistics was also thought to improve results for businesses in emerging markets. Hence, thirty-six (36) representing 90% of the responses chose this, while four (4) representing 10% gave no responses at all. The above data offers the opportunity to objectively and subjectively understand the position of practitioners of the two functions, that is, the logistics and supply chain functions, in the light of their supply chain effectiveness.

A critical look at the data captured on the question of how the procurement and logistics supply chain can be improved to achieve better results for businesses in emerging markets, there were significant contributions made with the highest being “adopting modern and innovative procurement and logistics solutions can improve results for businesses in emerging markets” with the highest no response rate eighteen (18) being against “the Total Cost of Ownership (TCO) Model which can be used to assess the impact of procurement and logistics supply chains on the businesses of emerging markets. This result suggests that the respondents first had a greater understanding of the questions, hence the choices. The second aspect of their answer also suggests to me that some may not have understood the practical concept of the total cost of ownership, and by this were forced to respond not to the question to avoid contributing the wrong way to research through the selection of wrong answers. The few who understood, especially the term Total Cost of Ownership, did respond to the question, hence the low responses. The reason behind this argument is that the logistics function in Ghana, and for that matter, most emerging African markets, are in the informal sector where very few qualified and knowledgeable business people exist or are part of. We can therefore describe this sector as still being understood, where none is no existing related literature or scanty documentation of activities at all. However, care is taken not to underestimate its contribution to Ghana’s GDP but can be described as a developing function that is yet to be fully studied and understood. The same thing can be said about the procurement function which is a relatively new function in Ghana and yet to be understood and accepted as a vital function to economic growth. It is therefore easy to understand that with little understanding of the practical nature of the procurement function, and the logistics, functions is anything to go by, understanding the supply chain of these functions will be a difficult task indeed practitioners. The fact is that some respondents may be applying the supply chain concepts, yet they deny knowledge about its practice.

4.15 What strategies do you think should be adopted to ensure that the procurement and logistics supply chain is effectively managed in emerging markets? The question was to solicit ideas on the best-given procurement and logistics supply chain strategies to help emerging business markets ensure competitiveness.

Table 4.13 Procurement and Logistics Supply Chain Strategies

Procurement and logistics supply chain strategies	Response	Responses, %	Not Responded	Responses, %
Utilize technology to improve the efficiency of the procurement process.	39	97	1	3
Develop supply chain partnerships with local suppliers to ensure reliable and cost-effective procurement.	29	72	11	28
Establish a standardized system for tracking and monitoring the supply chain.	36	90	4	10
Prioritize the implementation of quality assurance systems to ensure the reliability of the supply chain.	36	90	4	10
Establish a system for continuous improvement to optimize the supply chain.	39	97	1	3
Utilize data analytics to improve decision-making and forecasting.	38	93	3	7

Source: Field survey 2023

Table 4.15 shows the responses to the question on procurement and logistics supply chain strategies to be adopted by emerging markets. Thirty-nine (39) respondents out of a total of forty-one (41) respondents, representing ninety-seven per cent (97%) responded to the strategy that they will utilize technology to improve the efficiency of the procurement process, whereas one (1) respondent representing three (3) did not respond to the strategy.

Twenty-nine (29) respondents representing seventy-two percent (72%) responded to develop supply chain partnerships with local suppliers to ensure reliable and cost-effective procurement but eleven (11) respondents representing twenty-eight (28%) did not respond to the strategy.

Also, out of a total of forty (40) respondents, thirty-six (36) respondents representing ninety percent (90%) responded to establish a standardized system for tracking and monitoring the supply chain but four (4) respondents representing ten percent (10%) chose not to respond to the strategy.

Thirty-six (36) responses indicated that prioritize the implementation of quality assurance systems to ensure the reliability of the supply chain, representing ninety percent (90%) of hundred (100%), whereas four (4) respondents representing ten (10%) chose not to respond to the strategy.

Thirty-nine (39) out of the total of forty (40) respondents representing ninety percent (97%) responded to establishing a system for continuous improvement to optimize the supply chain whereas one (1) respondent representing three percent (3%) did not respond to the strategy.

Lastly, thirty-eight (38) respondents responding ninety-three (93%) responded to utilizing data analytics to improve decision-making and forecasting whereas three (3) respondents representing seven percent (7%) did not respond to the strategy.

A high percentage of responses emphasizes the fact that the question was well understood and also suggests that nearly all the strategies were accepted as effective for application by emerging economies to enhance their competitiveness, emphasizing the higher number of responses. However, the high percentage of eleven (11) "no responses" against the strategy of developing supply chain partnerships with local suppliers to ensure reliable and cost-effective procurement is a concern. This suggests that emerging economies may be interested in forming partnerships with external businesses but not so keen on internal partnerships. This indeed shows a sign of weakness. It is known that the volume of trade among African businesses is very low compared with other trading blocs outside Africa. It is documented that trade partnerships among European Union countries, ASEAN (Association of Southeast Asian Nations) countries, and Latin America are higher by far than those of the African Union and this is confirmed to increase their competitiveness in the world production scene. For example,

"ASEAN's trade interdependence has been largely driven by the integration of these economies into global production networks. Although intra-ASEAN trade may represent a small fraction of world trade, it constitutes a quarter of the region's total trade, with the share of the ASEAN+3 region hovering at over 29 per cent, reflecting strong interdependence (Figure 1.2). Intra-regional trade among the ASEAN+3 countries is about 55 per cent of their total trade because the vertical division of labor through the establishment of regional production networks cantered on China," Philippe Gugler, & (Julien Chaisse, 2010).

Trace integration has always been known to African policymakers to be a panacea for African competitiveness and advancement into the international trade market to break the entanglement of poverty in the continent for which reason several trade and regional integration bodies such as the African Continental Free Trade Area (AFCFTA) and Economic Community of West African States West African Free Trade Union (ECOWAS) have been formed with laudable but yet to achieve motives or goals. AFCFTA, supposedly an intra-African trade body, estimates a combined African economic trade output totalling about 2.5 trillion gross domestic product (GDP) annually when the agreement is fully implemented (Abrego L, Amado MA, Gursoy T. 2019).

Trade events taking place on the African continent, when fully materialized can at the moment to describe as "promising". For the time being, the data displayed above suggests that it is not surprising a record to conclude that a whopping eleven per cent not non-responses can be the current fact to describe the African trading position as it stands currently.

4.16. How do you think the implementation of a successful procurement and logistics supply chain can benefit businesses in emerging markets? The question was posed to gather data on the fact that procurement and logistics supply chain activities, when well understood and implemented, can help emerging economies improve their businesses.

Table 4.14 Successful Implementation of Procurement and Logistics Supply Chain

Successful Implementation Of Procurement And Logistics Supply Chain	Response	Responses, %	Not Responded	Responses, %

It can reduce costs associated with procurement and logistics.	38	93	3	7
It can reduce the time required to source materials and goods.	40	98	1	2
It can improve the quality of materials and goods sourced.	34	83	7	17
It can improve the reliability of supply chains.	40	98	1	2
It can increase the efficiency of procurement and logistics operations.	40	98	1	2
It can improve customer service levels.	35	86	6	14
It can increase the speed of delivery of goods.	40	98	1	2
It can reduce inventory levels.	31	76	10	24
It can improve the accuracy of orders.	41	100	0	0
It can enable businesses to better compete in the global market.	36	90	5	10

Source: Field Survey, 2023

Table 5.16a indicates the responses to the question "How do they think the implementation of a successful procurement and logistics supply chain can benefit businesses in emerging markets"? Thirty-eight (38) representing ninety-three per cent (93%) responded to the fact that it can reduce costs associated with procurement and logistics in emerging markets, while three (3) respondents representing seven per cent (7%) did not respond to the facts. It is amply demonstrated that when emerging economic markets economies and politics are managed efficiently, and each dollar can be accounted for cost of doing business can also be prudently managed as transparency, accountability, and work efficiency naturally spread to affect transparency, accountability, and efficiency in business and consequently impact the cost of doing business. This is the meaning of the statement phrase enabling environment by governments. Efficient government policies impact the cost of doing business; they happen spontaneously and simultaneously. Higher purchasing power is created to support sales, and the chain of events tends to create wealth first for individuals then for businesses and then to nations.

Forty (40) respondents representing ninety-eight percent (98%) responded that they think the successful implementation of procurement and logistics supply chain can benefit businesses in emerging markets" by way of reducing the time required to source materials and goods while one (1) respondent representing three percent (2%) gave no response. Sourcing cost alone, when inefficiently conducted or managed, can be huge because it takes a lot of time to source the right product with the right price and quality, the right delivery time, and the right supplier. Sourcing with its attributes is often miscalculated because what goes into what makes a sourcing activity right is often underestimated by both procurement and logistics professionals. An item could be considered delivered right only when the function can be justified and acceptable, and the budgeted cost of purchasing and delivery. In conclusion, the overwhelming affirmative responses indicate that all necessary considerations were factored into the choices.

Also, thirty-four (34) respondents representing eighty-three per cent (83%) responded that implementation of a successful procurement and logistics supply chain can benefit businesses in emerging markets, can improve the quality of materials and goods sourced, but seven (7) respondents representing seventeen per cent (17%) gave no response. The overwhelming majority thought that with the successful implementation of procurement and logistics supply chain activities, emerging markets stand the chance of sourcing activities that can be used to improve the quality of materials for production, as well as benefiting from the supply of goods. The implication is that quality, which is a requirement for quality production, can be factored into sourcing activities, and this can help reduce scraps that poor quality can generate during the production cycle. Quality, therefore, means that the standard set by user departments will be met, emphasizing the use of the term “right” which is often used in procurement and logistics to represent the functional achievement in the fulfilment of all the requirements, not only user departmental requirements, but that achieving the goal of the organization as a whole. Quality supply of goods ensures customer enables higher customer service while ensuring higher customer as a result. The above notwithstanding, the seven (7) representing 17% no responses, though it seems a smaller number, it shows that these respondents thought that other means could be better avenues or strategies more potent to assist emerging markets in their improvement drives. These strategies are yet to be explored later.

Forty (40) respondents representing ninety-eight per cent (98%) responded to the fact that it can improve the reliability of supply chains, whereas one (1) respondent representing two per cent (2%) of the total chose not to respond. The data presented here overwhelmingly support the fact that all respondents agree that implementation of a successful procurement and logistics supply chain can benefit businesses in emerging markets, and improve the reliability of supply chains generally and specifically the supply chains of procurement and logistics supply chains. The data, therefore, emphasizes the fact that emerging economies have the onerous task of ensuring that the supply chain and the management aspect of supply chain concepts are taught to employees concerned with the procurement and logistics functions to effectively execute their assignments to minimize costs in the supply chain through value-added activities, ensuring that the best value for money is achieved to maximize profits and achieve competitiveness for businesses.

Forty (40) respondents representing ninety-seven (97%) out of a total of forty-one (41) representing hundred percent (100%) responded to the facts that implementation of a successful procurement and logistics supply chain can benefit businesses in emerging markets can increase the efficiency of procurement and logistics operations but one (1) respondent representing three percent (3%) did not respond. With the overwhelming acceptance of the respondents, there is no gainsaying the fact that efficiency is required anywhere in business where profit enhancement is expected. Experts on what efficiency can do have indicated that in business, the product of efficiency is economy of scale, which means expansion of functionary departments resulting from efficient profit management effects such as plough-back investment into the business, expanding the business as a result. Businesses in emerging markets must become efficient enough to plow back because no business can flourish with consistent borrowings. Since the supply chain is known to be a driving belt, prudent management of the supply chain means efficiency, which is a necessity for the economic independence of global emerging markets' competitiveness when managed well. This is buttressed by the statement below that,

“Managerial efficiency differently affects product-related “Corporate Social Performance” environment-related CSP” which also influences corporate social responsibility “because efficient management will care for the use of resources and their benefits. These potential non-monetary benefits of CSR will motivate managers to allocate resources in corporate social responsibility (CSR)” (Cho, SY & Lee, C., 2019)

The chain effect of business efficiency is enormous, even to the point that efficiency helps to produce effectiveness. When business efficiency is ignored, the effectiveness of the business suffers.

Thirty-five (35) respondents representing eighty-six per cent (86%) responded that it can improve customer service levels, whereas six (6) respondents representing fourteen per cent (14%) did not respond. Even though fourteen per cent of the responses are significant enough, the almost overwhelming responses for the position that the implementation of a successful procurement and logistics supply chain can benefit businesses in emerging markets, and can improve customer service levels, are significant enough to offset any contrary opinion against this position. Here again, it cannot be disputed but to agree that service levels of procurement and logistics can be lifted up but again with efficiency and effectiveness, as it is difficult to achieve supply chain proficiency and understanding as improvement of customer service depends on how a businesses' supply chain efficiency Experts agree for business improvement which includes higher customer service levels which is the only way to satisfy the customer/consumer, levels today the most efficient supply chains win and become industry leaders. Therefore, it is true that higher customer service levels can be ensured with supply chain implementation in businesses in emerging economies. It is very important.

Forty (40) respondents representing ninety-seven per cent (98%) responded to the fact that it can increase the speed of delivery of goods, whereas one (1) respondent representing three per cent (2%) gave no response. The very reason for the supply chain concept, which blends the division of labor with a deeper understanding of the business's goal achievement style through the concept of trade and commerce, emphasizes the practical truthfulness of these responses. It is no surprise that overwhelming support is given to this position. My idea of a supply chain and its management will fail if it cannot help in time-bound production and real-time delivery of products to consumers. The supply chain management idea is today embraced because it is known to increase the speed of delivery of goods and services for time-related production activities and service provision, such as transport and physical distribution of raw materials and finished products. As emerging markets compete with the advanced markets effectively, time is of the essence, and therefore, heavy investment in this market is necessary for the understanding and efficient implementation of the supply chain to benefit them.

Thirty-one (31) respondents representing seventy-six per cent (76%) responded that the implementation of a successful procurement and logistics supply chain can benefit businesses in emerging markets, can reduce inventory levels, whereas ten (10) respondents representing twenty-four (24%) did not respond. Even though there was a significant contrary opinion against the majority position, I agree with the majority that the supply chain can assist in reducing inventory through inventory management practices such as vendor cost management procedures, just-in-time practice, efficient inventory classification methods, such as maximum, minimum and reorder level, the Pareto 80:20 classification methodology, the economic order quantity application and others all aimed at not only reducing inventory in store but the cost of managing inventory holding and carrying cost associated with inventory acquisition. The efficient management of the supply chain in the above-mentioned areas of inventory management is documented to minimize inventory acquisition cost and stock-keeping practices because the supply chain ends when the stock efficiently gets into the hands of the end user. Therefore, emerging economies must become cost-efficient and consequently competitive with the supply chain strategies of ensuring adequate keeping of inventory management to keep production going while reducing costs along the activities along the supply chain.

Forty-one (41) respondents representing a hundred per cent (100%) responded, whereas none responded. Here again, the majority of the respondents opined that implementation of a successful procurement and logistics supply chain can benefit businesses in emerging markets by reducing costs associated with procurement and logistics, reducing the time required to source materials and goods, improving the quality of materials and goods sourced, improve the reliability of supply chains, increase the efficiency of procurement and logistics operations, can improve customer service levels. Can increase the speed of delivery of goods, can increase the speed of delivery of goods, can reduce inventory levels, improve the accuracy of orders, and enable businesses to better compete in the global market yet the higher number of respondents of ten (10) making up 24% of the total respondents of forty-one (41) respondents against the result that "it can reduce inventory levels" suggest that some respondents are skeptical that emerging businesses can benefit from the implementation of successful procurement and logistics supply chain activities.

A total of thirty-six (36) responses representing 90% indicated that the implementation of a successful procurement and logistics supply chain can benefit businesses in emerging markets can enabling businesses to better compete in the global market. While five (5) represents 10% were no responses at all. From the data, the greater respondents' acceptance of the position of the question suggests that with efficient supply chain management practices, businesses in emerging markets can be able to reduce their inefficiencies by adopting the learning new way of managing business processes. It can be said that the businesses from advanced markets are doing well and seem impervious to threats because their supply chain efficiencies have, over time, been overcome and are competing with little concern. Arguably, though, emerging markets with their comparatively weaker supply chains can be said to be trying to venture into the international market dominated by their stronger competitors from the advanced economic markets. Studying the supply chain systems operated by their advanced competitor businesses and using them can enable them better competitors to better compete in the global markets with an enhanced percentage of success.

5.0 QUESTIONS ABOUT ALTERNATIVE APPROACHES, STRENGTHS, AND WEAKNESSES OF STATISTICAL ANALYSIS

5.1 How the Analysis of the Research was conducted

5.1.1 Questions about Alternative Approaches

The data analysis in chapter four was all answers or responses based on data aggregates captured from the administration of questionnaires to businesses in Ghana, also an emerging African economic market. In all, over eighty questionnaires were administered, but ended up receiving responses from forty-one respondents, and this was what was used for the chapter four analysis. As the respondents were busy people, the researcher also used observation and face-to-face discussions to obtain some information on another topic. Although this was done informally and therefore was not included in the analysis herein. However, this method enabled the researcher to understand the respondent's job and pattern of work-related processes, enough to compare and contrast and relate to the pattern of responses provided through the questionnaires.

5.1.2 Approaches of the statistical analysis

The analysis of the research was done by the researcher himself for the reason that the researcher would be able to follow all events as the data is analyzed and relate it to the actual business world to gain deeper insight into the underlying reasons for all responses as chosen by the respondents concerning their business activities using Microsoft Excel Spreadsheets and tables for both quantitative (mathematical) computation of percentages and analysis of the data as captured from the respondents before transfer onto the Microsoft

Word Workbook. This was in line with the methodology chosen for the research analysis indicated in chapter three under the heading “methodology.

5.1.2 Weaknesses of the Statistical Analysis

The high human involvement no doubt also means the possibility of higher entry and analytical errors and inaccuracies, and a measure of inconsistencies. However, the researcher did his best to reduce the inconsistencies and inaccuracies to ensure that readers can read not only research material but also authentic enough materials to merit a quality standard work. Besides, the researcher ensured that a high level of English grammar was attained. Therefore, the researcher resorted to an English grammar website to correct all possible grammar errors, something that the Statistical Package for Social Sciences (SPSS), but for the cost of it, could have done easily.

Another weakness was the fact that the researcher had to manually analyze all responses, and this was stressful for the researcher.

Another weakness was the collection and administration of questionnaires, with this method chosen. Finally, the weakness of this type of statistical analytical tool is that it is time-consuming when compared with the computerized version, such as the Statistical Package for Social Sciences (SPSS).

5.1.3 Strengths of Statistical Analysis

The first of the strengths of the statistical analysis was the fact that all data collected and analyzed were authentic, meaning the researcher paid visits to the premises of the respondents and had face-to-face but informal interviews with them, as well as dispensed or administered the questionnaires to them for responses and all figures used for the analysis were real ones as well. Secondly, the researcher selected and constructed the tables and imputed data personally. Incidentally, the process provided the opportunity for the researcher to manually and personally analyze the data and, by that obtained a lot of information about the relevance of the research topic to today’s business concepts and performance.

Furthermore, using this type of statistical analytical methodology was flexible; it also provided the pleasures of analyzing your work, which comprised administering questionnaires, collecting them, mathematically working on responses and finding their percentage relatedness, and creating analytical tables for the data responses. Besides the other strengths, the analytical method chosen was the most cost-effective since the researcher effectively managed the scarce funds available to him, but got the project completed on time for graduation.

In conclusion, the researcher had been deeply involved in the creation of the tables for the quantitative analysis, besides the qualitative analysis of the responses, to ensure that the details of the research were in line with the goal and objectives of the research. The questionnaires were up to standard for the level in retrospect, and relevant business persons were involved in the research. This means that the research outcome reflects today’s emerging markets business practices.

6.0 Conclusion and Summary

6.1 Conclusion

The doctoral thesis commenced with the sole goal of comprehensively investigating the impact of procurement and logistics supply chains on businesses in emerging markets. The meticulous surveys based on the objectives of the research, significant insight into the supply chain of procurement and logistics understanding. The uncovered insights highlight the crucial sections of the supply chain activities that influence the success and sustainability of business operations in the dynamic business environments in emerging markets. The conclusion highlights the crucial aspects uncovered under the objectives for the research as follows;

6.1.1 Impact of Procurement and Logistics on Businesses in Emerging Markets

The first objective sought to identify the impact of procurement and logistics on businesses in emerging markets. Through empirical analysis and case studies, it has been unambiguously demonstrated that procurement and logistics play a pivotal role in shaping the performance and competitiveness of businesses in these markets. From cost reduction and operational efficiency to market responsiveness and customer satisfaction, the impact of streamlined procurement and logistics processes is profound and far-reaching.

The researcher can conveniently state, upon the research analysis, that efficient procurement and logistics are foundational pillars upon which successful businesses in emerging markets are built. By optimizing supply chain operations, businesses can enhance their operational agility, mitigate risks, and gain a strategic advantage in competitive market landscapes. This conclusion was based on the fact that the majority of the responses obtained from the field suggested that strengthening the supply chains of logistics and procurement can amazingly assist emerging markets in their quests to achieve competitiveness compared to their advanced market players.

6.1.2 Effectiveness of Procurement and Logistics Strategies

The second objective aimed to establish the effectiveness of procurement and logistics strategies that can elevate emerging markets as significant business forces. Through a comparative analysis of different strategic approaches and their implementation in diverse market contexts, it has become evident that strategic sourcing, lean management, and collaborative supply chain practices are instrumental in driving efficiency and resilience in emerging markets.

The researcher is convinced that strategic sourcing, lean management, and collaborative supply chain practices emerge as vital tools for businesses seeking to establish themselves as formidable players in emerging markets. By adopting these strategies, businesses can optimize resource allocation, minimize waste, and enhance supply chain responsiveness, thereby positioning themselves for sustainable growth and competitive advantage. The position is buttressed by the fact that empirical analysis of this research work concludes that a majority of over 80%.

6.1.3 Best Practices and Strategies for Improving Procurement and Logistics

Objective three aimed to determine the best practices and strategies for improving procurement and logistics in emerging markets. Through an in-depth examination of industry standards, benchmarking exercises, and expert insights, a set of best practices has been delineated, encompassing areas such as supplier management, risk mitigation, and operational excellence.

The researcher has the opinion that collaborative supply chain management, robust risk management protocols, and technology-driven process optimization emerge as cornerstones of best practices for improving procurement and logistics in emerging markets. By embracing these strategies, businesses can enhance transparency, agility, and efficiency across their supply chain operations, paving the way for sustained growth and resilience.

6.1.4 Importance of the Role of Technology in Improving Procurement and Logistics

Objective four sought to identify and establish the importance of the role of technology in improving procurement and logistics in emerging markets. Through a detailed examination of technological innovations such as automation, artificial intelligence, and block chain, it has become evident that technology plays a transformative role in enhancing the efficiency, transparency, and responsiveness of procurement and logistics operations.

In the face of digital applications in today's business, technology emerges as a catalyst for innovation and efficiency in procurement and logistics operations in emerging markets. By leveraging advanced technologies such as automation, artificial intelligence, and block chain, businesses can streamline processes, optimize resource allocation, and enhance decision-making capabilities, thereby gaining a competitive edge in rapidly evolving market landscapes.

6.1.5 Analysis of the Future of Procurement and Logistics in Emerging Markets

Objective five aimed to analyze the future of procurement and logistics in emerging markets. Through trend analysis, scenario planning, and expert opinions, several key trends have been identified, including the rise of sustainability initiatives, the digital transformation of supply chains, and the increasing importance of risk management and resilience building.

The issue of sustainability in today's business practices cannot be overstepped, and this makes the future of procurement and logistics in emerging markets, which is characterized by rapid technological advancements, shifting consumer preferences, and evolving regulatory landscapes. By embracing sustainability, digitalization, and resilience-building measures, businesses can position themselves at the forefront of innovation and adaptability, ensuring long-term viability and success in dynamic market environments.

6.1.6 Suggestion of Credible Opportunities Associated with Procurement and Logistics in Emerging Markets

Objective six sought to suggest credible opportunities associated with procurement and logistics in emerging markets. Through market analysis, stakeholder consultations, and trend forecasting, several key opportunities have been identified, including market expansion, innovation-driven entrepreneurship, and policy advocacy for supportive regulatory frameworks.

Emerging markets present a wealth of opportunities for businesses to capitalize on, including market expansion into underserved regions, innovation-driven entrepreneurship, and collaboration with policymakers to advocate for supportive regulatory frameworks. By seizing these opportunities, businesses can unlock new avenues for growth, create value, and contribute to the socio-economic development of emerging markets.

In conclusion, the doctoral thesis has produced a comprehensive and detailed understanding of the impact, technology, and prospects of procurement and logistics supply chains in emerging markets. The research objectives have also addressed the significant contributions made to both academic scholarship and practice applications of supply chain on the one hand, and procurement and logistics supply chains on the other.

Additionally, as businesses continue to navigate the complexities of emerging markets, the insights and recommendations presented in this thesis will serve as invaluable guides for achieving sustainable growth, resilience, and competitiveness in an ever-changing global landscape.

6.2 Summary

Emerging markets represent a critical area for global business growth due to their expanding economies, increasing consumer bases, and untapped resources. However, these markets also present unique challenges, particularly in procurement and logistics. Effective management of these supply chain components is crucial for leveraging the opportunities presented by emerging markets. This doctoral thesis explores the multifaceted impact of procurement and logistics on businesses in these regions, evaluates effective strategies, identifies best practices, examines the role of technology, forecasts future trends, and proposes credible opportunities for enhancing supply chain efficiency and business performance.

6.2.1 Objective 1: Impact of Procurement and Logistics on Businesses in Emerging Markets

Procurement and logistics significantly influence business performance in emerging markets. Their impact is felt in several key areas:

Efficient procurement practices enable businesses to control costs through strategic sourcing, bulk purchasing, and effective supplier negotiations. This is crucial in emerging markets, where cost competitiveness can determine market success.

Robust logistics ensure the timely and reliable delivery of goods, which is essential for maintaining customer satisfaction and managing inventory effectively. In emerging markets, where infrastructure and regulatory environments can be challenging, effective logistics management is vital.

Streamlined procurement and logistics processes reduce lead times, minimize wastage, and enhance overall operational efficiency. This enables businesses to respond more quickly to market demands and reduces the risk of stock-outs or overstocking.

Businesses that excel in procurement and logistics can differentiate themselves through superior service levels, better product availability, and lower costs. This competitive edge is critical in the dynamic and rapidly evolving markets of developing economies. For example, a South African author agrees that the application of e-procurement functions yields manifold benefits to organisations. He stated some of the benefits as ranging from time and cost savings, faster order fulfilment, reduced purchasing cycle time, enhanced budgetary control, elimination of administrative errors, increase in buyer productivity and decrease in prices through standardization and consolidation of purchasing power and better information management (Madzimure, Jerimiah, et al, 2020)

6.2.2 Objective 2: Effectiveness of Procurement and Logistics Strategies in Emerging Markets

Effective procurement and logistics strategies must be implemented to position emerging markets as formidable business forces. This section evaluates various strategies and their effectiveness:

Building strong relationships with suppliers through practices such as regular performance reviews, collaborative planning, and risk-sharing can lead to better terms, improved quality, and a more reliable supply chain.

Sourcing goods locally can reduce transportation costs, lead times, and reliance on international suppliers. However, it requires a thorough evaluation of local suppliers' capabilities and often involves investment in their development to meet quality and capacity requirements.

Implementing lean inventory practices, such as Just-In-Time (JIT) inventory, helps reduce holding costs and improve cash flow. This requires a reliable logistics network to avoid stock-outs, particularly challenging in markets with less developed infrastructure.

Forecasting and Replenishment (CPFR): CPFR practices involve collaboration between suppliers and customers to improve supply chain visibility and synchronization, leading to better demand forecasting and inventory management.

Incorporating sustainability into procurement and logistics strategies can improve brand reputation, meet regulatory requirements, and reduce environmental impact. Practices such as green procurement and sustainable packaging are becoming increasingly important.

The effectiveness of these strategies is assessed using key performance indicators (KPIs) such as cost savings, order fulfillment rates, and inventory turnover ratios. Empirical data from firms operating in various emerging markets highlight the benefits and challenges associated with each strategy.

6.2.3 Objective 3: Best Practices and Strategies for Improving Procurement and Logistics in Emerging Markets

Identifying and adopting best practices is essential for improving procurement and logistics functions. This section outlines several strategies that have proven successful in emerging markets:

Developing a cohesive strategy that integrates procurement and logistics with overall business objectives ensures alignment and maximizes efficiency. This involves cross-functional teams, shared performance metrics, and unified technology platforms.

Agility in the supply chain allows businesses to respond quickly to market changes and disruptions. Practices such as flexible contracting, demand forecasting, and responsive logistics networks are essential components of an agile supply chain.

Training and development programs for procurement and logistics professionals enhance their skills and knowledge, leading to better decision-making and performance. Continuous education and certification programs are recommended to keep up with industry advancements.

Implementing advanced technologies such as block chain, IoT, and AI can enhance efficiency, transparency, and decision-making in procurement and logistics. These technologies enable real-time tracking, predictive analytics, and automated processes.

Integrating sustainability into procurement and logistics can reduce environmental impact and improve brand reputation. Practices such as green procurement, reverse logistics, and sustainable packaging are increasingly important in emerging markets.

Building strategic partnerships with suppliers, logistics providers, and other stakeholders can enhance supply chain resilience and efficiency. Collaborative planning, joint investments, and shared risk management are key elements of successful partnerships. To buttress the above a case study, suggests that Effective business partnerships economic and correlation analysis tools with clearly detailing of indicator and directions of business partnerships consisting of intermediaries, end consumers, lessons, contractors, creditor, insurers, software suppliers, communication providers and many such useful business entities, the accruable financial benefits can be unending making business not only profitable but assessed finances thus making them financially transparent in business (Shchelkunov, Oleksii, et al, 2025).

6.2.4 Objective 4: Role of Technology in Improving Procurement and Logistics in Emerging Markets

Technology plays a critical role in enhancing the efficiency and effectiveness of procurement and logistics processes. This section explores various technological innovations and their applications in emerging markets:

Blockchain provides transparency and security in supply chain transactions, reducing fraud and enhancing trust. It can be used for tracking the provenance of goods, verifying supplier credentials, and ensuring compliance with regulatory requirements.

Internet of Things (IoT) devices enable real-time tracking of goods, monitoring of environmental conditions, and predictive maintenance of logistics equipment. This leads to better asset utilization, reduced losses, and improved service levels.

Artificial Intelligence (AI) and Machine Learning (ML) can analyze vast amounts of data to optimize procurement and logistics decisions. Applications include demand forecasting, route optimization, and inventory management.

Automation in warehousing and logistics, and the robots may reduce manual labor, increase accuracy, and speed up operations. Technologies such as automated guided vehicles (AGVs) and robotic process automation (RPA) are becoming more prevalent in emerging markets.

Digital procurement platforms streamline purchasing processes, improve supplier collaboration, and enhance data visibility. E-procurement solutions can reduce cycle times, improve compliance, and facilitate strategic sourcing.

Case studies demonstrate how these technologies are being implemented in emerging markets and the tangible benefits they bring, such as cost savings, efficiency gains, and enhanced competitiveness.

6.2.5 Objective 5: Future of Procurement and Logistics in Emerging Markets

This section analyzes future trends and developments in procurement and logistics, considering the evolving economic, technological, and environmental landscape:

Changes in global trade policies and regional trade agreements will continue to impact procurement and logistics strategies. Emerging markets need to navigate these changes to optimize their supply chains and access new markets.

There is a growing emphasis on sustainability in supply chain management. Future trends include the adoption of renewable energy sources, sustainable packaging materials, and carbon-neutral logistics operations.

The digitalization of procurement and logistics processes will accelerate, driven by advancements in AI, IoT, and block chain. This transformation will lead to more intelligent, data-driven decision-making and increased operational efficiency.

Building resilience in supply chains will be a priority, with strategies focusing on risk mitigation, diversified sourcing, and robust contingency planning. This is particularly important for managing disruptions caused by geopolitical tensions, natural disasters, and pandemics.

The rise of e-commerce and changing consumer expectations will drive the need for more responsive and customer-centric logistics solutions. This includes same-day delivery, personalized services, and enhanced last-mile delivery options. The business benefit of e-commerce had been anticipated earlier in the year 2000. Challener, Cynthia (2000) estimated that across all industries, 93 per cent of companies will use the internet more and two-thirds of buyers and sellers expect e-commerce to be central to their activities. Additionally, experts indicated that 70 per cent of companies anticipated participating in the marketplaces with increased products bought on the internet. Today, there exist documents, articles and company magazines across the business world which attest to the truth about the increasing volumes and diversity of products sold through internet selling and the enormity of financial benefits accruable to merging businesses.

6.2.6 Objective 6: Credible Opportunities in Procurement and Logistics in Emerging Markets

Identifying and capitalizing on opportunities in procurement and logistics can provide a competitive edge for businesses in emerging markets. This section suggests several credible opportunities:

Investing in local supplier development can reduce dependency on global supply chains, lower costs, and support local economies. This includes capacity building, quality improvement programs, and strategic partnerships. The rapid growth of e-commerce in emerging markets presents opportunities for logistics providers to develop specialized services such as last-mile delivery, fulfillment centers, and reverse logistics.

Emerging markets can position themselves as regional trade hubs by developing infrastructure, enhancing customs processes, and leveraging regional trade agreements. This can attract investment and boost economic growth. Offering sustainable procurement and logistics solutions can meet the growing demand

for environmentally responsible practices. This includes green warehousing, eco-friendly transportation, and sustainable sourcing.
Embracing technological advancements can open up new business opportunities and improve operational efficiency. Companies can develop innovative solutions such as smart logistics platforms, AI-driven procurement tools, and IoT-enabled supply chains. Additionally, business-related case studies and market analyses highlight the potential benefits of these opportunities and provide practical recommendations for businesses to capitalize on them.

Conclusion

The thesis concludes that effective procurement and logistics are critical for businesses operating in emerging markets. By adopting best practices, leveraging technology, and anticipating future trends, businesses can improve their operational efficiency and competitiveness. The findings provide a roadmap for companies looking to navigate the complexities of procurement and logistics in these dynamic environments, ultimately contributing to their long-term success.
This comprehensive analysis offers valuable insights for policymakers, business leaders, and scholars interested in the strategic role of procurement and logistics in emerging markets. The recommendations provide actionable steps for enhancing procurement and logistics practices, ultimately driving business success in these growing economies.

Observations

Besides the above summary, the researcher observed that most businesses surveyed did not understand the supply chain concept and could not apply the knowledge to their business activities. Hence, it was observed that for a lack of in-depth supply chain businesses, there exist no effective supply chain linkages between the roles played by procurement and logistics as important co-functions of businesses. The delinking of these two supply chain functions means they are treated differently and separately, whereas in the opinion of the researcher, where there are organisational purchases, there must also be logistics activities with emphasis on the role of transportation and logistics. The application of such strategic coupling of the supply chains of logistics and procurement can result in synergical benefits, reducing the cost of operation, ensuring economies of scale and improving the profitability of companies and business organizations as a whole.

7.0 Recommendations

Introduction

This chapter consolidates the findings from the research on the impact of procurement and logistics supply chains on businesses in emerging markets and presents actionable recommendations. By addressing the research objectives, this section offers a roadmap for businesses, policymakers, and other stakeholders to optimize procurement and logistics strategies, employ right technologies, prepare for future supply chain, procurement and logistics trends, and seize emerging opportunities.

7.1 Impact of Procurement and Logistics on Businesses in Emerging Markets

7.1.1 Enhanced Operational Efficiency

Effective procurement and logistics are critical for enhancing operational efficiency. Businesses in emerging markets often face significant logistical challenges due to inadequate infrastructure, regulatory hurdles, and supply chain disruptions. However, companies that prioritize efficient procurement and logistics can reduce costs, improve service delivery, and enhance overall productivity. To achieve efficiency of operations, emerging market businesses should invest in training programs to develop procurement and logistics skills among their workforce. Additionally, establishing robust supplier networks and implementing efficient inventory management systems can significantly improve operational efficiency.

7.1.2 Competitive Advantage

In emerging markets, a well-optimized supply chain can be a key differentiator (van, Weele, 2010). Companies that excel in procurement and logistics can deliver products faster, at lower costs, and with higher reliability than their competitors. This competitive edge can translate into increased market share and customer loyalty. To gain a competitive advantage, businesses should adopt best practices in procurement and logistics, such as strategic sourcing and just-in-time inventory management. Moreover, leveraging advanced technologies like AI and data analytics can provide insights for continuous improvement.

7.2 Effectiveness of Procurement and Logistics Strategies

7.2.1 Strategic Sourcing

Strategic sourcing involves identifying and cultivating relationships with key suppliers to ensure quality and cost-effectiveness of operations. This approach is particularly effective in emerging markets, where the reliability and quality of suppliers can vary widely. By this, Companies should develop long-term relationships with reliable suppliers, conducting regular performance assessments to ensure quality and consistency. Establishing clear contracts and communication channels can also mitigate risks associated with supply chain disruptions.

7.2.2 Lean Management and Just-in-Time Inventory

Lean management and just-in-time (JIT) inventory strategies focus on minimizing waste and reducing inventory costs by aligning production schedules closely with demand. These strategies can significantly enhance efficiency and reduce costs. Businesses could be seen to be implementing lean management and JIT principles by optimizing their production processes and improving demand forecasting. This can be achieved through continuous process improvement initiatives and investing in technology that enhances supply chain visibility.

7.3 Best Practices and Strategies for Improving Procurement and Logistics

7.3.1 Collaborative Supply Chain Management

Collaboration with suppliers and logistics partners can lead to more efficient and resilient supply chains. To achieve this, sharing information and working towards common goals can improve coordination and reduce uncertainties by establishing collaborative stage where suppliers, manufacturers, and logistics providers can share real-time data. Additionally, joint planning sessions and integrated information systems can enhance coordination and decision-making across the supply chain.

7.3.2 Risk Management and Resilience Building

Supply chain disruptions are common in emerging markets due to political instability, natural disasters, and infrastructure deficiencies. Effective risk management strategies are crucial for maintaining supply chain continuity. This can be achieved through developing a comprehensive risk management plan that includes identifying potential risks, assessing their impact, and creating mitigation strategies. Building strong supply chains through diversification of suppliers and establishing contingency plans capable of withstanding supply chain risks can help businesses manage disruptions more effectively.

7.4 Role of Technology in Improving Procurement and Logistics

7.4.1 Automation and Artificial Intelligence (AI)

Automation and AI can significantly enhance procurement and logistics efficiency by reducing manual processes and providing advanced analytics for decision-making. Invest in automation technologies for routine tasks such as order processing and inventory management. Implement AI-driven analytics to optimize procurement decisions and improve demand forecasting accuracy.

7.4.2 Block chain Technology

Block chain provides transparency and security in supply chain transactions, making it easier to track and verify products from origin to delivery. Adopt block chain technology to enhance transparency and traceability in the supply chain. This can help reduce fraud, improve compliance, and increase consumer trust in product authenticity.

7.4.3 Data Analytics and Big Data

Data analytics and big data provide valuable insights into supply chain performance, helping businesses identify inefficiencies and areas for improvement. The Procurement and supply functions should utilize big data analytics to monitor the performance of their supply chain in real time. Develop key performance indicators (KPIs) and dashboards to track metrics, for example, delivery times, inventory levels, and supplier performance.

7.5 Future of Procurement and Logistics in Emerging Markets

7.5.1 Sustainability and Green Supply Chains

Sustainability is becoming increasingly important in global supply chains. Businesses in emerging markets need to adopt sustainable practices to meet regulatory requirements and consumer expectations. Typical example of future of procurement and logistics is to implement green supply chain practices such as reducing emissions, optimizing transportation routes, and using eco-friendly materials and partner with suppliers who prioritize sustainability and engage in initiatives that promote environmental responsibility.

7.5.2 Digital Transformation

The digital transformation of supply chains involves integrating digital technologies to enhance visibility, efficiency, and flexibility. Embrace digital transformation by investing in digital tools and platforms that provide end-to-end supply chain visibility. Technologies such as the Internet of Things (IoT), cloud computing, and digital twins can improve supply chain planning and execution.

7.6 Opportunities Associated with Procurement and Logistics in Emerging Markets

7.6.1 Market Expansion and New Ventures

Emerging markets offer significant opportunities for market expansion and new business ventures due to their growing economies and increasing consumer demand. Explore new market opportunities by conducting thorough market research to understand local demand and the competitive landscape. Establish a local presence through partnerships or joint ventures to navigate market entry challenges effectively.

7.6.2 Policy and Regulatory Frameworks

Supportive policies and regulatory frameworks are essential for the development of efficient procurement and logistics systems. Governments can play a crucial role in creating an enabling environment for businesses. Engage with policymakers to advocate for regulations that support efficient supply chain operations. Collaborate with industry associations to influence policy changes that facilitate trade, improve infrastructure, and reduce bureaucratic hurdles.

7.7 Conclusion

This thesis has explored the multifaceted impact of procurement and logistics on businesses in emerging markets. Through a detailed analysis of effective strategies, best practices, technological advancements, future trends, and opportunities, it provides a comprehensive roadmap for businesses aiming to optimize their supply chain operations in these dynamic environments.

The findings underscore the importance of efficient procurement and logistics in enhancing operational efficiency, achieving competitive advantage, and driving economic growth. By adopting strategic sourcing, lean management, and collaborative supply chain practices, businesses can navigate the unique challenges of emerging markets and capitalize on their potential.

Moreover, the role of technology in transforming procurement and logistics cannot be overstated. Automation, AI, blockchain, and data analytics offer powerful tools for improving efficiency, transparency, and decision-making. As emerging markets continue to evolve, businesses must stay ahead of technological advancements to maintain a competitive edge.

The future of procurement and logistics in emerging markets is promising, with trends such as sustainability and digital transformation reshaping the landscape. Businesses will be well-positioned and thrive in the global economy when they embrace these trends and innovate.

Finally, emerging markets present numerous opportunities for market expansion, innovation, and policy engagement. By leveraging these opportunities, businesses can not only enhance their growth but also contribute to the broader economic development of emerging markets.

Conclusively, this thesis provides a comprehensive framework for understanding and optimizing procurement and logistics in emerging markets. The recommendations offered herein serve as a strategic guide for businesses, policymakers, and other stakeholders seeking to harness the potential of these vital functions in driving sustainable growth and competitive advantage.

7.8 Final Thoughts

The impact of procurement and logistics on businesses in emerging markets is profound, influencing operational efficiency, cost management, and competitive positioning. By adopting effective strategies and best practices, leveraging technological advancements, and capitalizing on emerging opportunities, businesses can overcome the unique challenges of these markets and position themselves as formidable players on the global stage. The future of procurement and logistics in emerging markets is promising, driven by technological innovation, increased globalization, and a growing emphasis on sustainability and resilience.

This comprehensive conclusion encapsulates the detailed findings and strategic insights from the research, offering a roadmap for businesses in emerging markets to enhance their procurement and logistics operations, achieve sustained growth, and gain a competitive edge in the global market.

Abbreviation

Atlantic International University	AIU
Doctor of Philosophy	PhD

Organizational Information Systems	IOIS
International Monetary Fund	IMF
United State	US
International Monetary Fund	IMF
Non-Governmental Organizations	NGOs
Supply Chain Technology	SCT
Corporate Social Responsibility	CSR
Joint Purchasing Agreements Power	JPA
Buying Alliance	BA
Stakeholder Relations Capabilities	SRC
Chartered Institute of Procurement and Supply	CIPS-UK
Chartered Institute of Logistics and Transport	CILT
Gross Domestic Product	GDP
Warehouse Management Software	WMS
Environmental Product Declaration	EPD
Multinational Enterprises	MNEs
Supply Chain Operations Reference	SCOR
The Logistics Performance Index	LPI
Total Cost of Ownership	TCO
Volta Lake Transport Authority	VLTA
Overall Equipment Effectiveness	OEE
Total Cost of Ownership	TCO
African Continental Free Trade Area	AFCFTA
Economic Community of West African States	ECOWAS
Internet of Things	IoT
Artificial Intelligence	AI

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