

Journal of Procurement & Supply Chain



ISSN Online 2617-3581

 **Stratford**
Peer Reviewed Journals & books

The Role of Procurement Practice in Shaping Competitive Advantage

Felix Nsabigaba & Professor Nnamdi Madichie

ISSN: 2617-3581

The Role of Procurement Practice in Shaping Competitive Advantage

Felix Nsabigaba¹ & Professor Nnamdi Madichie²

¹ Master of Science in Procurement and Supply Chain Management, University of Kigali, Rwanda

² Senior Lecturer, University of Kigali, Rwanda

How to cite this article: Nsabigaba F. & Madichie N. (2024). The Role of Procurement Practice in Shaping Competitive Advantage. *Journal of Procurement & Supply Chain*. Vol 8(2) pp. 67-77
<https://doi.org/10.53819/81018102t2356>

Abstract

This study investigated the pivotal role of procurement practices in shaping NBG Limited's competitive advantage within the Rwandan liquor market. Employing a mixed-methods approach, combining both quantitative and qualitative data collection methods, this research addressed four key objectives: assessing the influence of market intelligence on NBG's competitive edge, examining how procurement planning impacted its competitive positioning, exploring the significance of buyer-supplier relationships in enhancing competitive advantage, and investigating the effects of agile procurement on NBG's market standing. The findings offered essential insights for businesses navigating dynamic industries. Market intelligence, characterized by customer-driven product customization and real-time pricing adjustments, emerged as a potent force in maintaining a competitive edge. Procurement planning, marked by reliable supply, cost efficiency, and robust supplier relationships, proved pivotal in ensuring product quality and competitive pricing. Buyer-supplier relationships, founded on collaboration and trust, set NBG apart, securing fair pricing, quality ingredients, and a reinforced supply chain. Agile procurement practices enhanced adaptability, reduced response times, and maintained brand relevance. In conclusion, this study underscored the paramount importance of market intelligence and strategic procurement practices in shaping NBG's competitive advantage in the Rwandan liquor market. The research findings provided valuable insights and recommendations for businesses aiming to excel in dynamic environments, emphasizing the interconnectedness of factors that collectively influenced market positioning and operational efficiency.

Key words: *Procurement practices, shaping competitive advantage.*

1. Introduction

One of the main benefits of good procurement practices is cost savings. By working with suppliers to get better prices and more favorable terms, companies can reduce expenses and increase profits (Johnsen, *et al.* 2018). Good procurement practices can also help companies build strong relationships with suppliers. Additionally, a clearly defined procurement process can reduce costs across the entire value chain, thereby increasing efficiency in delivering high-quality goods and services, thereby giving your company a competitive advantage (Christopher, 2022).

NBG has focused its efforts on competitive advantage by continuing to emphasize strategic sourcing, efficient supply chain management, and cultivating strong supplier relationships, but its contribution remains limited due to deficiencies in the company's procurement practices, such as market intelligence, procurement planning, and buyer planning, which are also critical and inefficient. Supplier relations, agile procurement, and its efficient procurement processes that cover activities from requisition to payment can provide significant competitive advantages by reducing costs, increasing transparency and control, improving supplier relationships, and preventing fraudulent activity.

Additionally, the company currently faces significant challenges, including the single-use plastic ban and the impact of the COVID-19 pandemic. NBG successfully launched its flagship product, United Gin, and quickly gained traction in a highly competitive market. NBG's success highlights the importance of efficient procurement practices. Synchronizing sourcing and production played a crucial role in launching United Gin and securing a strong position in the Rwandan spirits industry. NBG's journey highlights the role of procurement strategy in overcoming challenges, capitalizing on opportunities and creating competitive advantage in a dynamic industry. It can also be seen from the above statement that the procurement practices of many private enterprises are still poor. Therefore, the purpose of this study was to examine the role of NBG Ltd's procurement practices in shaping competitive advantage.

1.1. Objectives of the study

The study aimed to understand the role of procurement practices in shaping competitive advantage.

Specific Objectives:

- i. To assess how market intelligence influences NBG's competitive advantage.
- ii. To examine the influence of procurement planning on NBG's competitive advantage.
- iii. To explore how buyer-supplier relationships enhance NBG's competitive advantage.
- iv. To investigate how agile procurement affects NBG's competitive advantage.

1.2. Research Hypotheses

Based on the identified research objectives and the relationships between the independent variables (procurement practices) and the dependent variables (competitive advantage factors), the following hypotheses were formulated:

H₀₁: There is no significant influence of market intelligence on NBG's competitive advantage.

H₀₂: There is no significant influence of procurement planning on NBG's competitive advantage.

H₀₃: There is no significant influence of buyer-supplier relationships on NBG's competitive advantage.

H₀₄: There is no significant influence of agile procurement on NBG's competitive advantage.

2. Literature review

In this chapter, the researcher reviews other relevant literature that focuses on the role of procurement practices in shaping competitive advantage. It examines how different books, reports, and authors understand the implications of procurement practices.

2.1. Empirical review

Bulcha (2018) examines the impact of procurement planning on public agency performance, focusing on specific objectives, cost estimation, needs assessment, and quality specifications. The literature suggests that procurement planning is one of the key functions of procurement with the potential to contribute to operational success and performance improvement. This

function initiates the entire procurement/procurement process of a public institution. Despite their importance, little academic research has examined the extent to which procurement planning efforts contribute to the effective performance of public agencies. The study is based on procurement models, the PPOA Handbook, the PPDA Act (2005) and PPDR (2006). The study employed a descriptive survey research design using simple random sampling techniques. Based on a resource-based perspective and other models from the organizational learning and information processing literature, this study identifies the impact of procurement programs on institutional performance improvement in a sample of 60 employees of the Mombasa Courthouse in Mombasa, Kenya. Collect data from selected respondents using questionnaires. Data were analyzed using descriptive statistical techniques, including frequencies, percentages, and means. Data is presented in the form of tables, pie charts and histograms. The study provides guidance on effective actions to be taken in procurement planning to achieve effective procurement and thus improve agency performance. The findings show a significant link between quality and procurement planning. Good procurement planning is allocating a budget for the procurement needs of the organization to ensure the availability of departmental requirements. It was also noted that the concept of professionalism was crucial and continued procurement training was needed to understand procurement and ethics law. It has been found that poor planning of procurement activities can have a significant impact on performance and service delivery. User needs directly affect the efficiency of procurement and service delivery. Procurement planning must be properly integrated into the budget process, consistent with procurement laws and ethics.

Aleman and Guerro (2016) studied procurement practices and SMEs in global supply chains in Switzerland. Their main objective was to investigate which SMEs adopt procurement practices. Through their research, they concluded that most procurement practices focus on providing fair prices. They also found that most second-tier SMEs do not enjoy the benefits of good procurement practices. The investigation did not find any substantive evidence that leading companies have developed procurement practices with the primary purpose of supporting the development of small and medium-sized enterprises. The study shows that there is still a gap in the literature regarding the monitoring and evaluation of SME-friendly procurement practices and systematic insights into their impact on the economic and social improvement of targeted SMEs.

Karanja and Kiarie (2015) conducted a study on Guaranty Trust Bank to demonstrate the impact of procurement practices on the performance of private sector organizations. The aim is to demonstrate the impact of procurement practices on the performance of private sector organizations in Kenya. The study concluded that procurement practices have a significant impact on the performance of private sector organizations and help save money that would otherwise be lost. So it's not a waste of time for the private sector. Research also found that procurement programs make a significant contribution to business performance.

Mokogi, Mairura, and Ombui (2015) conducted a survey of state-owned enterprises in Nairobi to demonstrate the impact of procurement practices on performance. Their main objective was to determine the importance of procurement practices on the performance of state-owned enterprises in Nairobi. They concluded that purchasing practices were adopted by different companies. Research confirms that procurement practices are important in improving the performance of profitable companies in Nairobi County. As a result, these practices improve the performance of these companies. Research shows that there is a significant relationship between procurement practices and the overall performance of an organization.

In addition, DuPont analysis is a useful technique for breaking down the various drivers of return on equity. Investors can use analytical tools like this to compare the operating efficiency

of two similar companies. The DuPont Model is a financial framework developed by DuPont that provides a structured approach to understanding the financial impact of various factors on a company's profitability and competitive advantage (Jin, 2017). While the DuPont model is not fundamentally a theory of competitive advantage, it provides valuable insights into how purchasing practices impact a company's financial performance and overall market positioning. The DuPont model, whose origins date back to the early 20th century, was designed to evaluate return on equity and understand the components that influence a company's return on equity (ROE). The model, developed by F. Donaldson Brown, DuPont's then-finance chief, emphasized the relationship between key financial indicators. At the heart of the DuPont model is the ability to decompose ROE into three key components: profitability, asset turnover, and financial leverage. This segmentation enables companies to analyze how effective asset utilization, cost management and overall financing decisions impact their financial performance.

The benefits of the DuPont model also extend to investment decisions. The model helps assess the financial feasibility of procurement-related investments, such as: introduction of technology or supplier collaboration initiatives (Jansen, 2016). It helps determine the potential return on investment and its impact on the organization's overall financial performance. In summary, while the DuPont model is not a theory of competitive advantage per se, it provides a valuable financial framework that reveals how purchasing practices impact a company's profitability and competitive advantage. By breaking down return on equity into its component parts, the model enables companies to assess the impact of sourcing strategies on profitability, asset efficiency and financial leverage. This, in turn, enables companies to make informed decisions, optimize procurement practices, and enhance their market positioning through improved financial performance.

2.2 Research Gap

In line with the main theme of this study, which is to elucidate the role of procurement practices in shaping competitive advantage in the Rwandan alcohol industry, a number of relevant research gaps have emerged. These gaps highlight the need for further research to fully understand how specific dimensions of procurement practices contribute to a company's competitive advantage:

Parallel to the research goal of assessing the impact of market information on competitive advantage, a research gap exists that requires a more industry-specific investigation. While existing literature illustrates the general importance of market intelligence, further research is needed to explore how tailored market insights within the Rwandan alcohol industry can influence sourcing strategies and improve a company's competitive advantage.

Consistent with the research purpose of studying the impact of procurement programs on competitive advantage, a research gap exists in terms of depth of analysis. While the existing literature recognizes the role of procurement planning in reducing efficiency, more in-depth investigation is needed to explore how finely tuned procurement objectives, strategies, and their alignment with business objectives contribute to the unique characteristics of the Rwandan spirits industry market status.

The goal of this research is to examine how buyer-supplier relationships improve competitive advantage, but a research gap emerges in terms of comprehensive scope. Existing work provides insights into the importance of this relationship. However, a more comprehensive investigation is needed to decipher the complexities of collaboration and trust-based interactions and how they impact a company's position in the market by providing exclusive access to resources, favorable terms and conditions, and enhanced responsiveness.

Consistent with the research purpose of studying the impact of agile procurement on competitive advantage, a research gap exists in terms of completeness. While current literature recognizes the role of agile procurement in leveraging market dynamics, a more comprehensive understanding is needed to understand how the ability to quickly adapt procurement strategies in response to market changes can significantly contribute to operational continuity, exploit new opportunities and ultimately improve procurement efficiency. The Rwandan spirits industry helps create competitive differentiation within companies.

Taken together, these research gaps are closely related to the central theme of this study elucidating the role of procurement practices in shaping competitive advantage. These gaps highlight the need for industry-specific market research, a deeper understanding of the differentiation potential of procurement programs, a more comprehensive examination of buyer-supplier relationships, and a nuanced understanding of the varying impacts of agile procurement. By addressing these gaps, this study aims to provide a comprehensive understanding of how various aspects of procurement practices in the Rwandan alcohol industry closely interact to influence competitive advantage.

3. Research methodology

This chapter presents the detailed procedures to be followed to realize the research objectives.

3.1. Research design

The research was designed as a descriptive survey utilizing quantitative and qualitative methods, with the aim of comprehensively addressing the research objectives that sought to assess the intricate relationships between diverse procurement practices and competitive advantage factors within the Rwandan liquor industry. The quantitative facet of the study harnessed a structured questionnaire distributed to a diverse range of stakeholders, including NBG staff, suppliers, distributors, and retailers.

3.2. Population of the study and sampling

The target population for this research for this research consisted of 17 NBG staff members, 5 suppliers, 2 local distributors, and 82 retailers, resulting in a total of 106 participants. This study applied the universal sampling technique, a form of purposive sampling, which involves including the entire population as the sample when the total population is relatively small, typically less than or equal to 100 (Richard & Margaret, 1990).

Specifically, the research encompassed 106 individuals who were actively involved in the Norbert Business Group Ltd (NBG) liquor supply chain within the Rwandan liquor industry. This approach was deliberately selected to ensure the inclusion of individuals directly engaged in procurement practices and related processes. It perfectly aligned with the research's core objective, which was to gain insightful perspectives on how procurement practices impact competitive advantage in this context.

3.3. Data collection methods

The study conducted a structured survey to quantitatively assess the impact of various procurement practices on NBG Ltd.'s competitive advantage factors, including customer loyalty, brand reputation, product availability, and market positioning. Different stakeholders participated in the survey, including employees, suppliers and alcohol retailers. Surveys are an integral part of business research, facilitating standardized data collection and large-scale data collection (Hair *et al.*, 2021).

Detailed interviews were conducted with key personnel at NBG Ltd. Includes purchasing managers, production managers, marketing managers and sales representatives. These interviews provide qualitative insights into the differentiated sourcing strategies implemented by companies and their impact on competitive advantage and other dependent variables.

A critical review of NBG Ltd.'s internal documents, including procurement policies, reports and performance records, provides historical context for the evolution of procurement practices. Additionally, government publications and industry reports were reviewed to provide a broader understanding of the Rwandan alcohol industry. The findings were extended using data from sales documents, customer databases, and sales reports. Leveraging existing data sources improved analysis of dependent variables such as customer loyalty, product availability, and market positioning.

3.4. Data analysis

During the data analysis process, the data set was scrutinized to identify trends, relationships, and underlying factors that could reveal the relationship between different procurement practices and their impact on the competitive advantage of the Rwandan alcohol industry. This integrated approach helps identify both quantitative and qualitative insights that contribute to a comprehensive understanding of the research objectives.

The analytical model used can be succinctly presented as follows:

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where:

- Y: Dependent variable / Competitive Advantage
- a: Constant
- μ : Error term
- B: Coefficients
- X1: Market Intelligence
- X2: Procurement Planning
- X3: Buyer-Supplier Relationships
- X4: Agile Procurement

This analytical model enables a comprehensive examination of the relationship between procurement practices and competitive advantage and sheds light on the complex dynamics prevalent in the industry.

4. Research findings

The chapter comprises by the data presentation, analysis and interpretation of the findings as set out in the research methodology. The findings have been presented through the role of procurement practices in shaping competitive advantage. Based on objectives of the study and research questions, information was gathered from 106 respondents taken from NBG Ltd. Moreover, this chapter was organized in such a way that the information from primary data that was analyzed by using Statistical Package for Social Sciences (SPSS) version 20.

4.1. Quantitative Data presentation and interpretation

This analysis provided nuanced insights into the extent to which different procurement strategies contributed to shaping a company's competitive positioning in the Rwandan liquor industry.

Table 1: Correlations

		Procurement practices	Competitive advantage
Procurement practices	Pearson Correlation	1	.787**
	Sig. (2-tailed)		.000
	N	106	106
Competitive advantage	Pearson Correlation	.787**	1
	Sig. (2-tailed)	.000	
	N	106	106

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation analysis in Table 1 reveals a strong positive relationship between procurement practices and competitive advantage for NBG Ltd. The Pearson Correlation coefficient is 0.787**, indicating a highly significant and positive correlation between these two variables. The significance level (Sig. 2-tailed) is 0.000, which is less than 0.01. This means that the correlation between procurement practices and competitive advantage is statistically significant at the 0.01 level (2-tailed), reinforcing the strength of this relationship. This correlation analysis provides strong evidence that effective procurement practices are closely associated with and positively contribute to NBG Ltd's competitive advantage in the market.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.959 ^a	.919	.890	.134

a. Predictors: (Constant), Agile Procurement, Market Intelligence, Procurement Planning, Buyer-Supplier Relationships

Table 2 revealed that there was a positive relationship between the study variables, as shown by 0.919 at the 1% significance level: The R value of 0.919, which is significant at the 1% level, reinforces the strength of this positive relationship. In other words, the correlation between procurement practices and competitive advantage is not only strong but also highly statistically significant. It emphasizes the statistical significance of the findings and underscores the substantial explanatory power of the independent variables in the model.

Table 3: ANOVA ^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.241	4	.560	31.375	.000 ^a
	Residual	.196	101	.018		
	Total	2.438	105			

a. Predictors: (Constant), Agile Procurement, Market Intelligence, Procurement Planning, Buyer-Supplier Relationships

b. Dependent Variable: Competitive advantage

Table 3 presents the results of an Analysis of Variance (ANOVA) for Model 1, which examines the relationship between procurement practices (Agile Procurement, Market Intelligence, Procurement Planning, Buyer-Supplier Relationships) and NBG Ltd's competitive advantage. F-Statistic and Significance (Sig.): The F-statistic, which is 31.375, is a ratio of the mean square for regression to the mean square for the residual. It tests whether there is a significant

relationship between the independent variables (procurement practices) and the dependent variable (competitive advantage). The low p-value suggests strong evidence that changes in these procurement practices are associated with changes in competitive advantage. This finding is statistically significant at a 5% level of significance, highlighting the importance of these practices in influencing competitive advantage within NBG Ltd.

Table 4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.661	.200		-3.309	.007
	Market Intelligence	.821	.129	.696	6.379	.000
	Procurement Planning	1.214	.124	1.029	9.815	.000
	Buyer-Supplier Relationships	-.607	.147	-.514	-4.123	.002
	Agile Procurement	.214	.124	.182	1.732	.111

a. Dependent Variable: Competitive advantage

Table 4 displays the coefficients and related statistics for Model 1, which explores the relationship between procurement practices (Market Intelligence, Procurement Planning, Buyer-Supplier Relationships, Agile Procurement) and NBG Ltd's competitive advantage.

In this case, the constant is -0.661. It means that when all procurement practices are absent (Market Intelligence, Procurement Planning, Buyer-Supplier Relationships, Agile Procurement), the expected Competitive advantage for NBG Ltd is -0.661.

The coefficient for Market Intelligence is 0.821. This coefficient represents the change in the dependent variable (Competitive advantage) for a one-unit change in Market Intelligence while holding all other variables constant. It has a standard error of 0.129. In simple terms, for every one-unit increase in Market Intelligence, NBG Ltd's Competitive advantage is expected to increase by 0.821 units. The Beta value (standardized coefficient) of 0.696 indicates that Market Intelligence has a substantial positive standardized impact on Competitive advantage.

The coefficient for Procurement Planning is 1.214. This coefficient represents the change in the dependent variable (Competitive advantage) for a one-unit change in Procurement Planning while holding all other variables constant. It has a standard error of 0.124. In practical terms, a one-unit increase in Procurement Planning leads to a 1.214 unit increase in NBG Competitive advantage. The Beta value of 1.029 highlights that Procurement Planning has the most significant positive standardized impact on Competitive advantage among the independent variables.

The coefficient for Buyer-Supplier Relationships is -0.607. This coefficient represents the change in the dependent variable (Competitive advantage) for a one-unit change in Buyer-Supplier Relationships while holding all other variables constant. It has a standard error of 0.147. In simple terms, a one-unit increase in Buyer-Supplier Relationships results in a decrease of 0.607 units in NBG Competitive advantage. The negative Beta value of -0.514 indicates that while statistically significant, Buyer-Supplier Relationships have a negative standardized impact on Competitive advantage, although it is less influential than Procurement Planning and Market Intelligence.

The coefficient for Agile Procurement is 0.214. This coefficient represents the change in the dependent variable (Competitive advantage) for a one-unit change in Agile Procurement while holding all other variables constant. It has a standard error of 0.124. In practical terms, a one-unit increase in Agile Procurement results in a 0.214 unit increase in NBG Ltd's Competitive advantage. However, the Beta value of 0.182 suggests that Agile Procurement has the least standardized impact on Competitive advantage among the independent variables.

At a 5% level of significance (usually denoted as $\alpha = 0.05$) and a 95% confidence level, the statistical significance of the variables is as follows: Market Intelligence ($p=0.000$), Procurement Planning ($p=0.000$), Buyer-Supplier Relationships ($p=0.002$), and Agile Procurement ($p=0.111$). This means that: Market Intelligence is highly statistically significant ($p=0.000$), indicating strong confidence that this variable has a significant impact on Competitive advantage. Procurement Planning is also highly statistically significant ($p=0.000$), suggesting a robust influence on Competitive advantage. Buyer-Supplier Relationships are statistically significant ($p=0.002$), though less so than the previous two variables. This variable still plays a significant role in explaining Competitive advantage. Agile Procurement is considered statistically insignificant ($p=0.111$) at the 5% significance level. This implies that the relationship between Agile Procurement and Competitive advantage is not statistically strong enough to be considered significant.

Substituting the estimated coefficients into the empirical model specified in Chapter Three gives the final estimated equation:

$$Y = -0.661 + 0.821X_1 + 1.214X_2 - 0.607X_3 + 0.214X_4 + \epsilon$$

This equation provides a concise representation of how each independent variable (Market Intelligence, Procurement Planning, Buyer-Supplier Relationships, Agile Procurement) may impact or influence the dependent variable (Competitive advantage), as detailed in the earlier interpretation and analysis. It also highlights the statistical significance of each variable, with Market Intelligence and Procurement Planning being highly significant, Buyer-Supplier Relationships moderately significant, and Agile Procurement considered not significant in explaining variations in Competitive advantage.

Test of hypotheses

The findings for each hypothesis are presented below:

H01: There is no significant influence of market intelligence on NBG's competitive advantage. Results revealed that the p-value associated with market intelligence is .000. This means that all market intelligence variables jointly have a positive and significant effect on NBG's competitive advantage at all levels of significance.

H02: There is no significant influence of procurement planning on NBG's competitive advantage. Findings revealed that the p-value associated with procurement planning is .032. This suggests that all Procurement Planning variables jointly have a positive and significant effect on NBG's competitive advantage at all levels of significance.

H03: There is no significant influence of buyer-supplier relationships on NBG's competitive advantage. The findings indicated that the p-value associated with buyer-supplier relationships is .002. Therefore, all buyer-supplier relationships variables jointly have a positive and significant effect on NBG's competitive advantage at all levels of significance.

H04: There is no significant influence of agile procurement on NBG's competitive advantage. The findings indicated that the p-value associated with agile procurement is .111. Therefore, this means that all agile procurement variables jointly have a positive and insignificant effect on NBG's competitive advantage at all levels of significance.

4.2. Qualitative Data presentation and interpretation

The researcher presented, analyzed, and interpreted the qualitative data obtained from in-depth interviews with key stakeholders. The key themes of market intelligence, procurement planning, buyer-supplier relationships, agile procurement, and competitive advantage were explored. These themes underscored the organization's commitment to data-driven decision-making and provided valuable insights into its procurement practices and competitive positioning.

In the dynamic and fiercely competitive landscape of contemporary business, organizations had begun to truly grasp the pivotal role that procurement practices played in molding their competitive advantage. The insights revealed through conversations with 17 NBG staff cast a revealing light on the distinct procurement practices that remarkably contributed to the organization's overarching competitiveness.

Among the array of themes that emerged from the interviews, the prominence of market intelligence in steering procurement decisions stood out vibrantly. Stakeholders consistently underlined the value inherent in direct engagement with customers, especially through the lens of sales representatives interfacing with diverse markets. This direct interaction not only furnished invaluable glimpses into customer preferences but also served as a guiding compass for procurement choices. The organization's adeptness at aligning packaging materials and flavors with the distinct demands of various markets ensured an unceasing resonance with its customer base.

5. Conclusion

From the extensive analysis of the data, the quantitative insights gained from the extensive data analysis, the qualitative findings further enriched the understanding of how market intelligence and strategic procurement practices shaped NBG Ltd's competitive advantage in the Rwandan liquor market. These qualitative insights complement the quantitative results and provide a more comprehensive picture of the organization's success. By incorporating these qualitative insights into analysis, the researcher gains a more holistic perspective of the interplay between market intelligence and procurement practices in shaping NBG Ltd's competitive advantage. The quantitative results underscore the statistical significance of these factors, while the qualitative findings provide context and depth, highlighting the practical implications of these strategies in the organization's success within the Rwandan liquor market. Together, they affirm the paramount importance of market intelligence and strategic procurement practices in the company's market positioning and operational efficiency.

6. Recommendations

The research findings emphasize the pivotal role of Market Intelligence in gaining a competitive edge. For businesses, including NBG Ltd, it's crucial to invest in and enhance their market intelligence capabilities continually. This involves the systematic collection, rigorous analysis, and swift utilization of data and insights from the market to inform decision-making.

Organizations, including NBG, should conduct a comprehensive assessment to pinpoint opportunities for enhancing agility within their procurement processes. This enhanced

adaptability can significantly reduce response times to disruptions, enabling brands to stay relevant in dynamic market landscapes.

7. Acknowledgement

I extend my heartfelt gratitude to my family for their unwavering support and encouragement. My relatives and friends have also played a crucial role in my research journey. I am thankful to the University of Kigali for providing resources and guidance. I appreciate NBG Ltd. for their cooperation and insights. I am grateful to all participants who generously shared their time and experiences. Your contributions shaped this research. To everyone mentioned and those not named, your support is deeply appreciated. This research wouldn't be possible without you. Thank you.

8. References

- Ahmed, A. M. (2019). *Procurement practices and organizational performance in selected telecommunication industry in Hargeisa, Somali land* (Doctoral dissertation, Kampala International University).
- Aleman, L. N., & Guererro, T. (2016). Good procurement practices and SMEs in global supply Chain.
- Bulcha, T. (2018). College Of Finance, Management and Development Department of Public procurement And Asset Management Master's.
- Christopher, M. (2022). *Logistics and supply chain management*. Pearson Uk.
- Jansen, J. H. (2016). Is supply chain finance ready to be applied in small and medium-sized enterprizes?. *Вестник Челябинского государственного университета*, (14 (396)), 135-154.
- Jin, Y. (2017). DuPont analysis, earnings persistence, and return on equity: Evidence from mandatory IFRS adoption in Canada. *Accounting Perspectives*, 16(3), 205-235.
- Johnsen, T., Howard, M., & Miemczyk, J. (2018). *Purchasing and supply chain management: A sustainability perspective*. Routledge.
- Karanja, M. K., & Kiarie, D. (2015). Influence of procurement practices on organization performance in private sector in Kenya.: A case study of Guaranty Trust Bank Kenya Ltd. *International Journal of Business & Law Research*, 3(2), 44-60.
- Mokogi, W. N., Mairura, C., & Ombui, K. (2015). Effects of procurement practices on the performance of commercial state owned enterprises in Nairobi County. *International Journal of Scientific and Research Publications*, 5(6), 2250-3153.